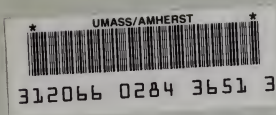


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OVERALL ECONOMIC DEVELOPMENT PROGRAM

for the

BOSTON SMSA

1986 UPDATE

GOVERNMENT DOCUMENTS
COLLECTION

AUG 26 1987

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Metropolitan
Area
Planning
Council

110 Tremont Street
Boston, Massachusetts 02108



ABOUT THIS REPORT

This report has been prepared for the Boston Redevelopment Area in accordance with the Public Works and Economic Development Act of 1965, as amended, which requires that designated redevelopment areas submit periodic revisions of previously approved Overall Economic Development Programs (OEDPs) to remain eligible for Economic Development Administration financial grant programs. In the Boston SMSA, the Metropolitan Area Planning Council, the official regional planning agency for the metropolitan area, is responsible for the preparation of the OEDP. The Council provides personnel for the OEDP administration as follows: the MAPC Executive Committee acts as the OEDP Committee; the Economic Development Technical Advisory Committee assists with policy development; and the staff of the Economic Development department conducts research, writing and policy analysis required to execute the program.

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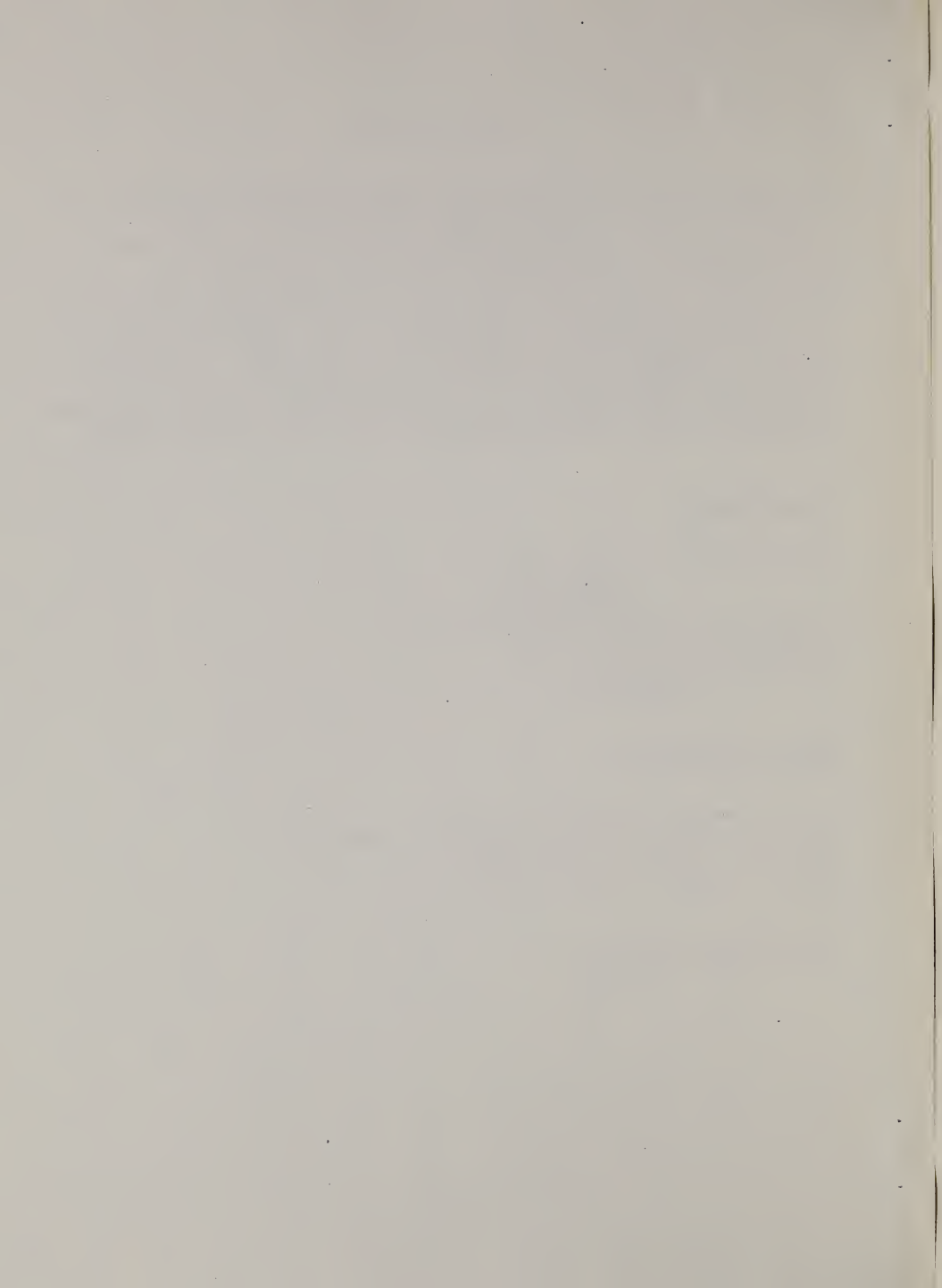
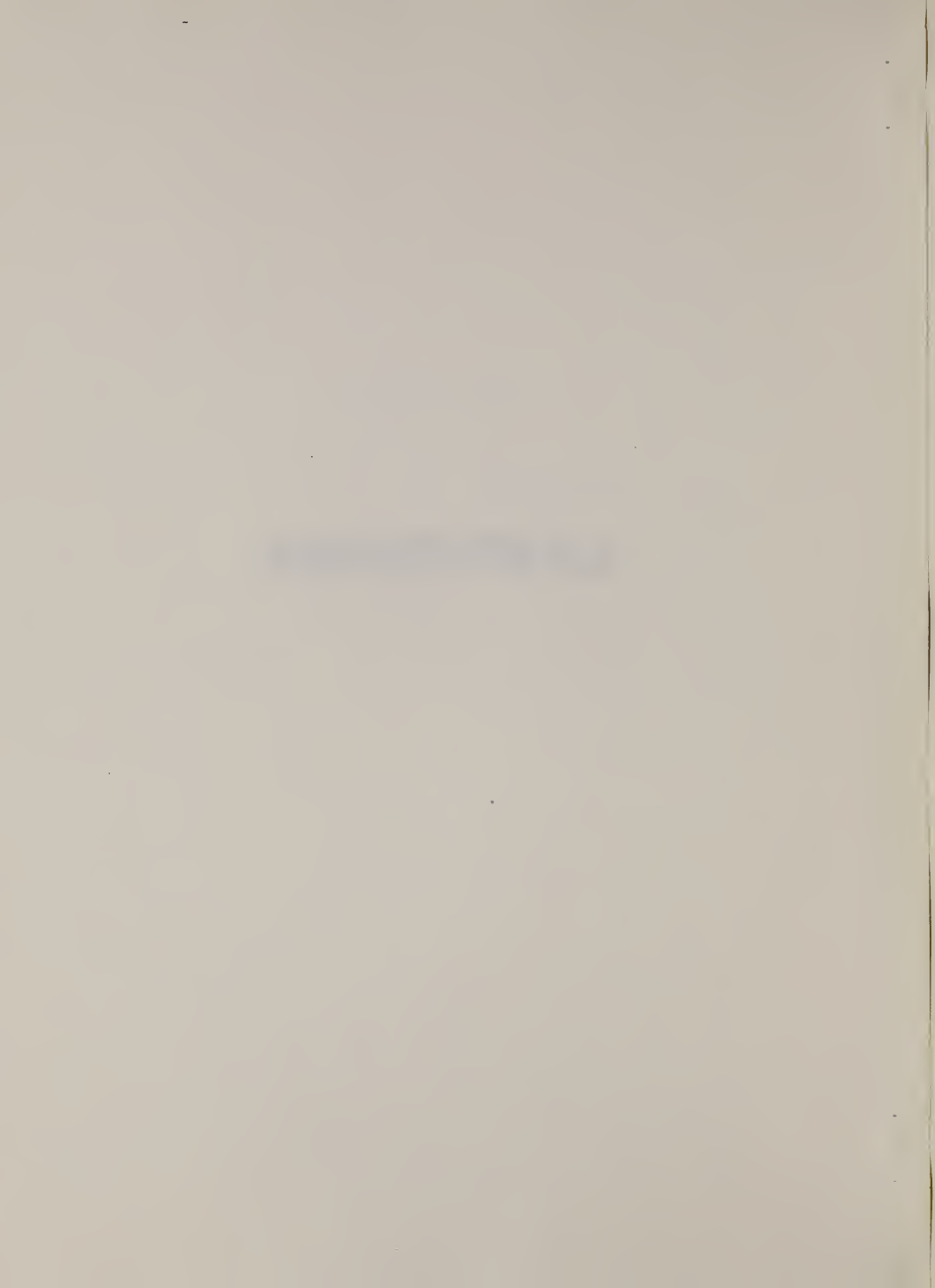


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I. THE REDEVELOPMENT AREA AND THE
ORGANIZATION OF THE OEDP COMMITTEE



THE REDEVELOPMENT AREA AND THE ORGANIZATION OF THE OEDP COMMITTEE

The Metropolitan Boston District

The metropolitan Boston area consists of many adjacent communities grouped together for the purposes of planning, redevelopment, governmental, and statistical analysis. The OEDP is the area-wide economic development plan for the designated communities within the redevelopment district (See Map 1). The redevelopment district contains 101 cities and towns, all of which are members of the Metropolitan Area Planning Council. Three separate redevelopment areas are located within the MAPC region; the cities of Boston, Chelsea, and Quincy. (See Map 2.) A fourth redevelopment area, the Economic Council (composed of 19 communities) is presently in the process of liquidation. These four redevelopment areas are responsible for preparing their own OEDP's even though they are part of the larger MAPC region.

The OEDP Committee

The OEDP Committee for the Boston redevelopment district is the MAPC Executive Committee. The Executive Committee is made up of 25 members--five representatives from among the 82 towns; five from among the Council's 19 cities; five state agency heads from among the 13 agency members and five gubernatorial appointees from the 21 citizens-at-large representing consumer and minority interests. In addition, MAPC's five officers--president, vice president, secretary, treasurer, and the immediate past Council president, serve as the Executive Committee members. The Executive Committee meets once a month to vote on policy, to advise the Executive Director on staff policy, and to approve personnel and budget matters. (See appendix.)

The MAPC membership is made up of the chief-elected officials (or a designee) from the 82 towns and 19 cities; 21 gubernatorial appointees; 13 state agencies and 2 representatives from the city of Boston, for a total of 135 members.

The Council's officers and Executive Committee members are both elected to one-year terms; community representatives are appointed for three-year terms. The entire MAPC membership convenes at least three times a year to determine policy directions to meet the region's physical, social and economic needs.

The Technical Advisory Committee

The technical advisory committees (TAC's) directly advise and guide the Council and staff on specific work program projects. The MAPC president appoints MAPC members to the TAC and may also appoint non-Council members with special expertise. (See appendix for regional economics TAC membership.)

Because the size of MAPC's formal OEDP Committee precludes in-depth involvement in day-to-day economic development planning, the Council relies on the Regional Economics TAC to coordinate and advise the staff and the Executive Committee on all issues relating to economic development. The Executive Committee formally approves all economic development policies and programs.

Metropolitan Area Planning Council



Massachusetts

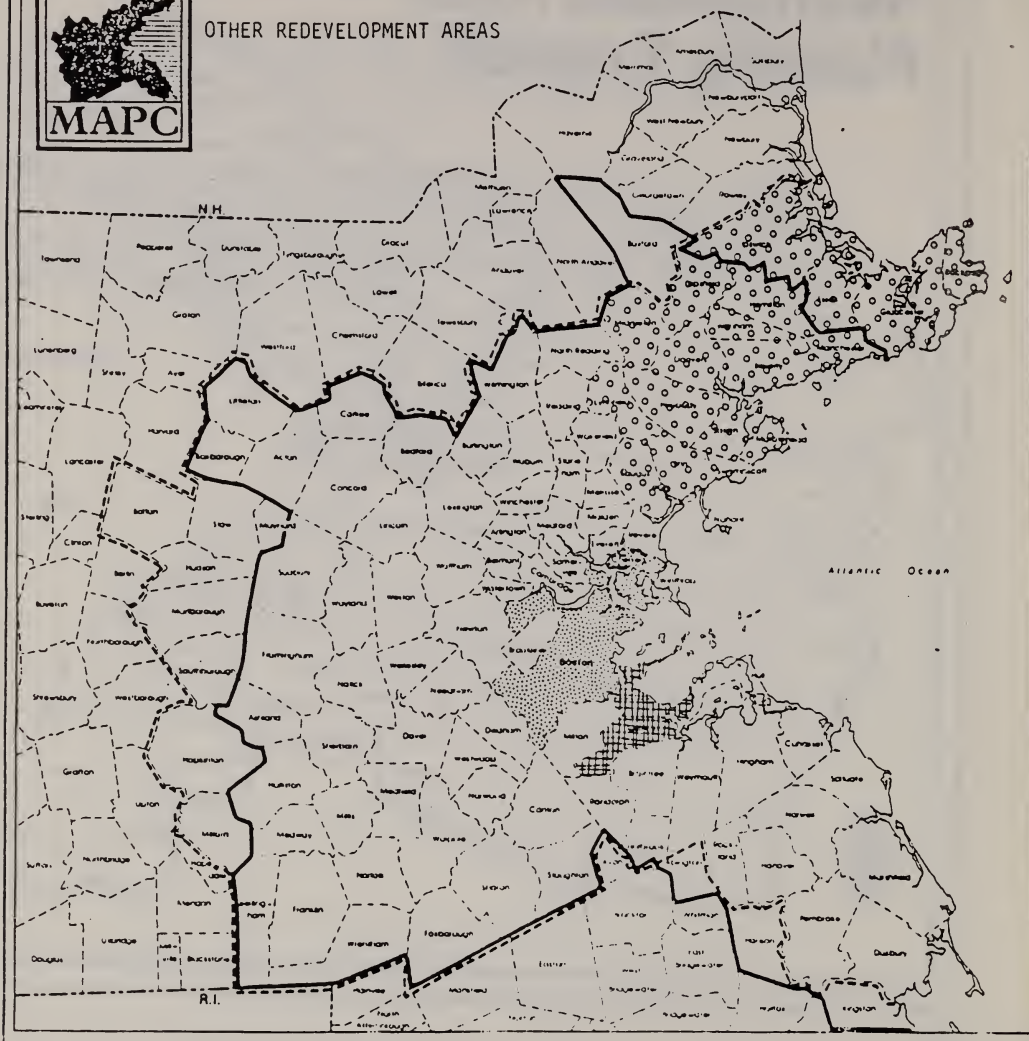
Bay







Scale in Miles



OTHER REDEVELOPMENT AREAS

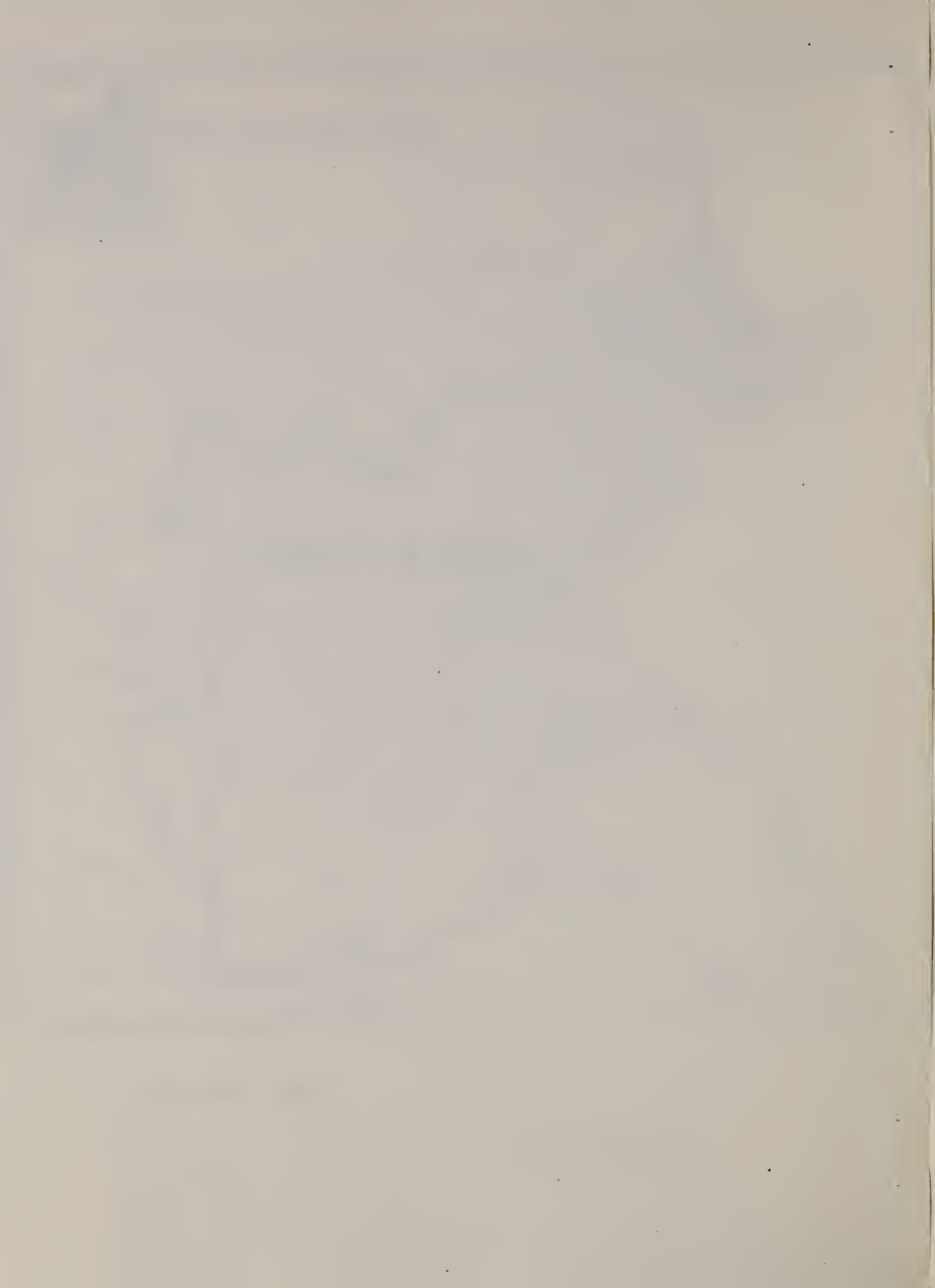


REDEVELOPMENT AREAS

-  N.S.E.C.
-  BOSTON
-  CHELSEA
-  QUINCY

- MAPC boundary
- SMSA boundary

II. THE DISTRICT AND ITS ECONOMY



THE DISTRICT AND ITS ECONOMY

The Boston area has experienced phenomenal growth over the past four years in the development of office buildings and industrial facilities. The growth has occurred in part because of the expansion of Boston as a national financial center and high-technology mecca. Insurance, medical services, and consulting have added to the diversity of the area economy and portend continued opportunities due in large part to a strong entrepreneurial climate and an abundance of highly educated workers.

MAPC has fostered the organization of cities and towns into subregional entities for the past two years. The issues and problems common to the municipalities represented in the subregional organizations address burdens accompanying growth and development. To date the formally organized subregions are: MetroWest, South Shore Coalition and Minuteman. MAPC recognizes the increased efficiency with which staff and resources can be devoted to planning concerns common to specific geographic areas.

Land Use Practices

Recent land-use patterns have heavily favored research and development, office, and light manufacturing uses. This comes in the wake of a history of defense industry research and development, a surge in computer technology production, and a growing real estate, finance and insurance industry. With the current vigor of the business climate in the Boston metropolitan area, which is expected by area developers to continue its robust growth for two to three years, development will continue to beset cities and towns throughout the region.

Land use patterns from 1971 to 1980, as evidenced in the percentage growth or decline by use, indicate strong gains in the acreage in commercial and industrial use throughout the region (20 to 25 percent in the Route 128/495 corridor), while housing uses gained a moderate 6 percent. This disparity, indicating a trend whereby housing does not keep pace with the number of jobs attracted by commercial/industrial development, is reflected in housing start data. Housing starts in the region have remained near historically low levels for single and multifamily units. The stock of single family dwellings increased by only 3000 to 5000 units annually between 1982 and 1984. The number of multifamily units increased by only 3000 to 4000 yearly during the same period. When viewed in the context of 95% occupancy rates and growing demand attributable to the baby-boom generation, a significant housing shortage is evident.

The dominant location for computer manufacturing, research and development, and other hi-tech sectors is the Route 128 belt covering the northwest, west and southwest subregions. Evidence of overbuilding in the office market has surfaced in the Boston area as vacancy levels have crept up to 21 percent as of April 1986. Furthermore, with a total of 3.4 million square feet of commercial/industrial space still under construction, vacancy rates are expected to remain at the 20 percent level through the end of 1986.

USE AS A PERCENTAGE OF TOTAL ACREAGE
MAPC REGION

	<u>1971</u>	<u>1980</u>
INDUSTRIAL/COMMERCIAL	3.6	4.0
RESIDENTIAL	27.7	29.3
OPEN & PUBLIC SPACE/ OUTDOOR RECREATION	5.3	5.4
TRANSPORTATION	2.1	2.2
AGRICULTURE, MINING, WASTE DISPOSAL	6.4	6.1
OPEN LAND, FOREST, WETLANDS	54.9	53.0
TOTAL	100	100

As a result of burgeoning industrial development, growth management has become a prominent concern for cities and towns along the 495-128 belt. Anti-growth measures are gaining popularity as both a policy and practice. Practical concerns such as physical capacity constraints (e.g. water supply, sewerage, or roads) are being cited. Subjective issues such as community character, quality of life, and safety issues are often voiced. Public mechanisms for preventing development have resulted. Building moratoriums, phased growth, and development impact fees are some of the methods employed to curb growth. Less obvious techniques involving permitting procedures can effectively discourage a developer from proceeding with a project. Some communities are now practicing stalling methods which prove costly and prohibitive to developers: vague zoning laws, unspecified agency approvals, environmental impact report complications to name a few.

Cities and towns are becoming increasingly sophisticated in real estate development as a result of the region's national attractiveness. While development is deplored in some towns, it is cautiously courted in others. An approach involving negotiating with developers to provide or improve roads, recreational facilities, utilities, transportation, and housing is gaining in popularity. Developers are amenable to these exactions as they view them as part of the project cost. Linkages, impact fees and

infrastructure improvements enable towns to achieve community objectives unobtainable by means of municipal programming. In return, developers achieve a more streamlined zoning and permitting process, comprehensive development plan, and city/town cooperation.

Formal land-use controls maintained on the state and local level have met with mounting hostility from the real estate development community as zoning practices have been legally challenged in court. The Massachusetts "Home Rule" Law vests authority in municipalities to impose zoning regulations. Legal culpability arises where questions of due process, taking without compensation, and equal protection are aroused because of suspected unfair, unreasonable or inequitable treatment of developers seeking variances, subdivisions, and other forms of relief. Specifically, linkage requirements have been seen as a form of taking without compensation since they interfere with the developer's economic use of his land. The imposition of off-site linkages has also been challenged since impacts of the development on the linked site are sometimes vague.

Land-Use Criteria

Establishing a land use criteria for determining a location's appropriateness for economic development activity by definition requires an assessment of local economic and employment characteristics. Since economic development emphasizes job creation in areas characterized by disinvestment, poverty and neglect, indicators of unemployment, household and/or per capita income as well as incidence of poverty should be utilized.

With respect to correlating land uses with these indices, evidence of previous commercial and industrial activity reflected by abandoned structures, blighted and underutilized lots, typically associated with inner-city neighborhoods, are relevant criteria. Recycling abandoned commercial/industrial facilities has proven useful in cities across the northeast; however, an often cited problem among investors and prospective tenants is the security of employees, customers, and property. To address concerns for unattractive investment and for market potential, community-based economic development organizations have stepped in as public purpose developers. Quasi-public agencies have simultaneously emerged to induce investment where these risky projects would otherwise be unbankable.

Competing with sprawling suburbs and state of the art facilities can be difficult except where a specialized market is identified. Geography, land costs, transportation network, taxes, infrastructure, and economic trends contribute to location decisions. Metropolitan Boston is a proven market for business services, high-technology, research and development, and medical services. A development and marketing strategy for rehabilitated industrial facilities should focus on back office space, incubator space, warehouse/distribution, assembly and light manufacturing operations. These uses coincide with existing land-use patterns and market demand.

Natural Resources

Non-residential growth is welcome in most communities, since it means jobs, a larger tax base, and presumably a higher standard of living. Notwithstanding this, growth has its negative repercussions: traffic congestion, pollution, strain on infrastructure and public services, and loss of open space. This can ultimately mean a compromise in the quality of life perceived by residents which, weighed against the benefits of growth, can net a negative result. Balancing growth with environmental considerations is important to maintaining the character and integrity of any region.

New England is noted for its historic significance. Residents are dedicated to preserving the physical and cultural attributes distinguishing the area as the hallmark of Americana. MAPC is integrally involved in state, regional, and local efforts to maintain diminishing resources vital to the District's ambiance. MAPC's activities toward this end consist of growth management and open space planning, water resources and solid waste management planning, and environmental impact review authority.

Growth management is a particularly novel solution for accommodating growth. It provides a means for balanced and controlled development which preserves locational features that make development attractive in the first place. MAPC co-published Inventory of Growth Management Techniques, Part One aimed at providing cities and towns with land use management measures. The MetroWest Growth Impacts Study, prepared by this agency, outlines problems and solutions for a rapidly growing eight-town area located in the suburban ring of Boston.

Open space planning concentrates on preserving natural, cultural, and recreational areas important to District residents and visitors. The Alewife Area Open Space Plan completed by MAPC details recommendations to protect open spaces around the Massachusetts Bay Transit Authority's Alewife Station. Another project, the Bay Circuit Greenbelt, is a land conservation program instituted in 1984 by the Massachusetts Department of Environmental Management to create a network of parks and protected open spaces surrounding the Boston metropolitan area. It encompasses 51 communities, 29 of which are members of MAPC. MAPC is monitoring progress of the Greenbelt and anticipates providing technical assistance to participating communities.

Water and sewage systems as well as solid waste facilities are in need of repair and replacement in a large portion of the District. Old, deteriorated systems, together with a recent surge in growth, have pushed present capacities to the limit. Vast infrastructure improvements are required for the District to accommodate additional demand brought on by growth.

The Massachusetts Water Resources Authority, on whose Advisory Board MAPC holds a seat, is responsible for water delivery and sewage treatment in a 50-town core of the Boston metropolitan area. Plans are underway to renovate and upgrade both systems to accommodate growth through the year 2020. These infrastructure improvements may prove inadequate before new

long-range plans can be developed and implemented. Incremental planning is required to adjust to this unanticipated demand. To address new sewerage needs, satellite treatment plants erected in outlying areas are envisioned to process additional waste. Further measures, such as pretreatment of heavy metal and solvent industrial waste, raise the cost of doing business to manufacturers, but prolong the life of the system and help to insure a healthy, safe environment.

Development places a heavy burden on towns reliant on groundwater for their supply. Controlled growth on the town level, further coordinated on a subregional scale, assists localities in managing their available water through lower density development. MAPC published the Groundwater Data Summary, MAPC Region to inform communities about groundwater supply, contamination, and protection measures. MAPC has been also working directly with several communities to help them develop and adopt reasonable by-laws or ordinances for the protection of their groundwater resources.

Solid waste is a particularly troublesome problem with increasingly expensive and difficult solutions. MAPC has issued a three volume solid waste disposal manual, Coping With the Solid Waste Crisis: A Practical Guide for Local Officials and Citizens. It is designed to help local decision-makers assess the alternatives and implications of various disposal methods. It summarizes current practices and problems of six MAPC subregions, while providing unique solutions for each. One noteworthy method is resource recovery. It involves converting waste to energy, utilizing several alternative technologies. Although it is initially an expensive investment, it proposes a major long-term, cost-effective approach.

MAPC is responsible for monitoring major development projects through the Environmental Notification Form/Environmental Impact Review process. Frequently, MAPC comments on the proposed projects reflect omissions or ambiguities which could significantly effect the optimal benefits envisioned from them. Moreover, this process insures project-by-project compliance with regional comprehensive plans and enables city and town representatives to have input into the development's final nature. MAPC also compiles systematic records on regionwide development activity from this process which serves as a planning and problem-solving tool, as well as a resource for technical assistance to local and subregional authorities.

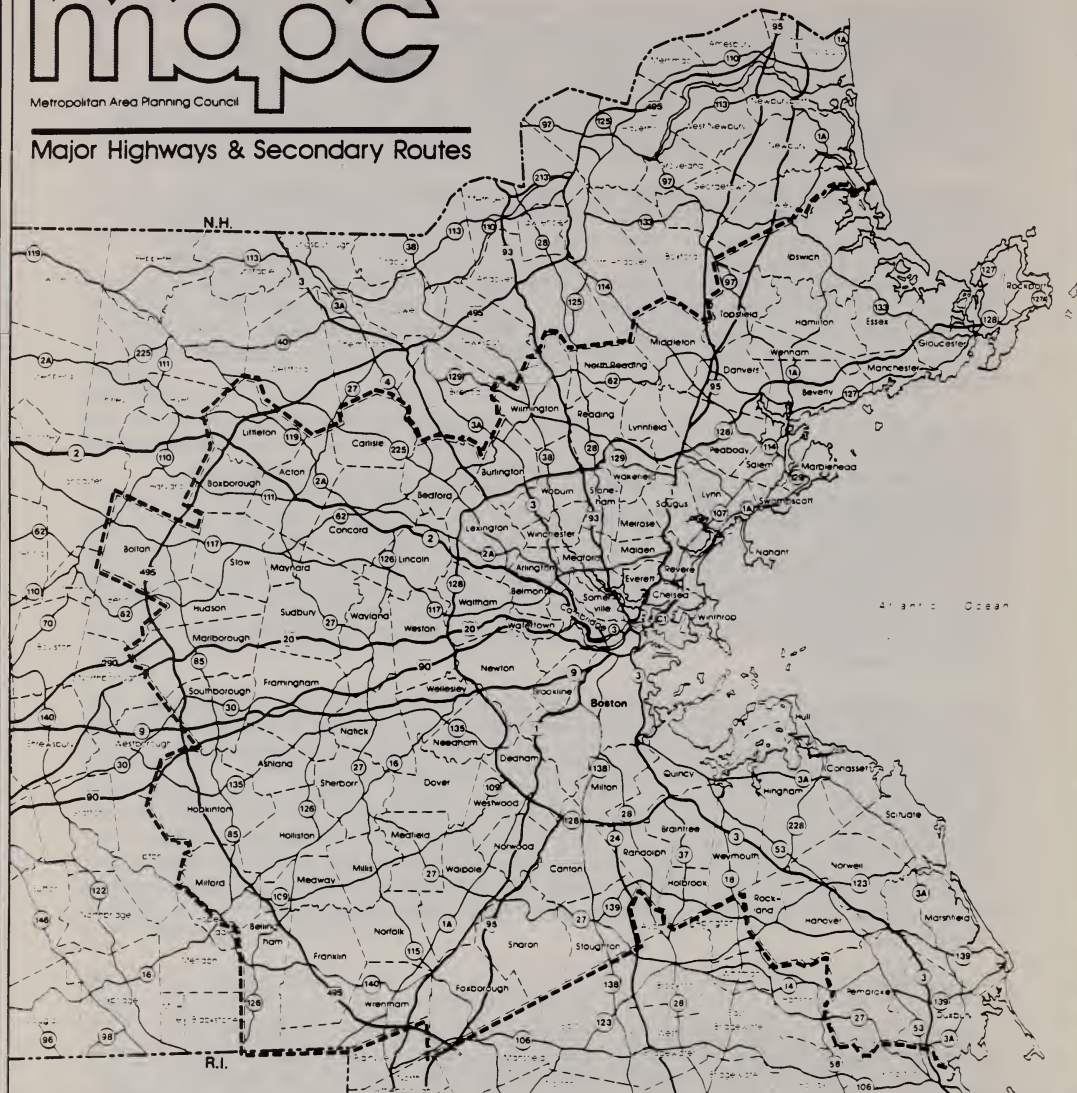
Transportation

Economic growth in the region has fostered new patterns of movement prompting re-evaluation of transportation systems and services to meet the current and future needs. Boston is the hub of a retooled New England economy. Massachusetts now ranks as the top state among industrial states for service sector size as a percentage of all state employment (26.3). In 1984 high-tech, construction, and trade grew by 9.3, 16.3, and 7.8 percent, respectively. Although this translates to increased job opportunities and improved living standards, it places a heavy burden on transportation facilities. The state's highway, railway, airport, seaport, and public transportation systems, are undergoing change and transition to adjust to the increased demand.



Metropolitan Area Planning Council

Major Highways & Secondary Routes



Scale in Miles

- 95 — Interstate
- 1 — U.S. Routes
- 9 — State Routes
- MAPC boundary



The concentric circle pattern of the region's highway system has served as a catalyst in attracting businesses to suburban locations. The clean, abundant, and comparatively inexpensive suburban land offers amenities conducive to high-tech manufacturing. Open space, clean air, and accessibility, in addition to lower tax rates, suit growing enterprises whose highly educated employees are conscientious of environmental conditions of the workplace. Radial highways to and from the urban core generate a great deal of commuter and truck traffic. Major highway improvements and enhancements are planned which will upgrade safety, capacity, and efficiency consistent with patterns of population and economic growth. Major improvements totalling in excess of \$2.1 billion will be undertaken, as well as continued planning for a third harbor tunnel and depressed central artery through downtown Boston.

Commercial activity in the Boston central city has required major overhauls in the commuter rail and rapid transit systems to increase capacity and reliability. A parking freeze was instituted this past year to ease peak-hour congestion and prompt in-commuters to seek alternative means to get into work, thereby encouraging use of public transportation. Boat shuttles from the South Shore of the region have provided a viable alternative and have increased in popularity due to heavy publicity and a receptive public. Ride-sharing and vanpooling have also contributed to increased transport efficiency.

The extensive highway network along the eastern seaboard has given rise to truck transport as the mode of choice for moving goods. Proximity to the major markets of Boston, New York, Philadelphia and Washington, D.C. render rail, air and water comparatively costlier for such short distances. With 94.1 percent of goods manufactured in the Boston Region shipped by truck, it is evident that the highway network is an essential lubricant to the regional economic engine.

Shipments by Manufacturing Establishments in the Boston Region
Commodities and Means of Transport in Tons, 1977

	Rail	Truck	Air	Water	Other
%	3.7	94.1	.1	.3	2.0

*Boston, Worcester, Providence-Pawtucket-Warwick, Brockton, Lawrence-Haverhill, and Lowell SMSAs.

Source: U.S. Bureau of the Census, 1977 Census of Transportation

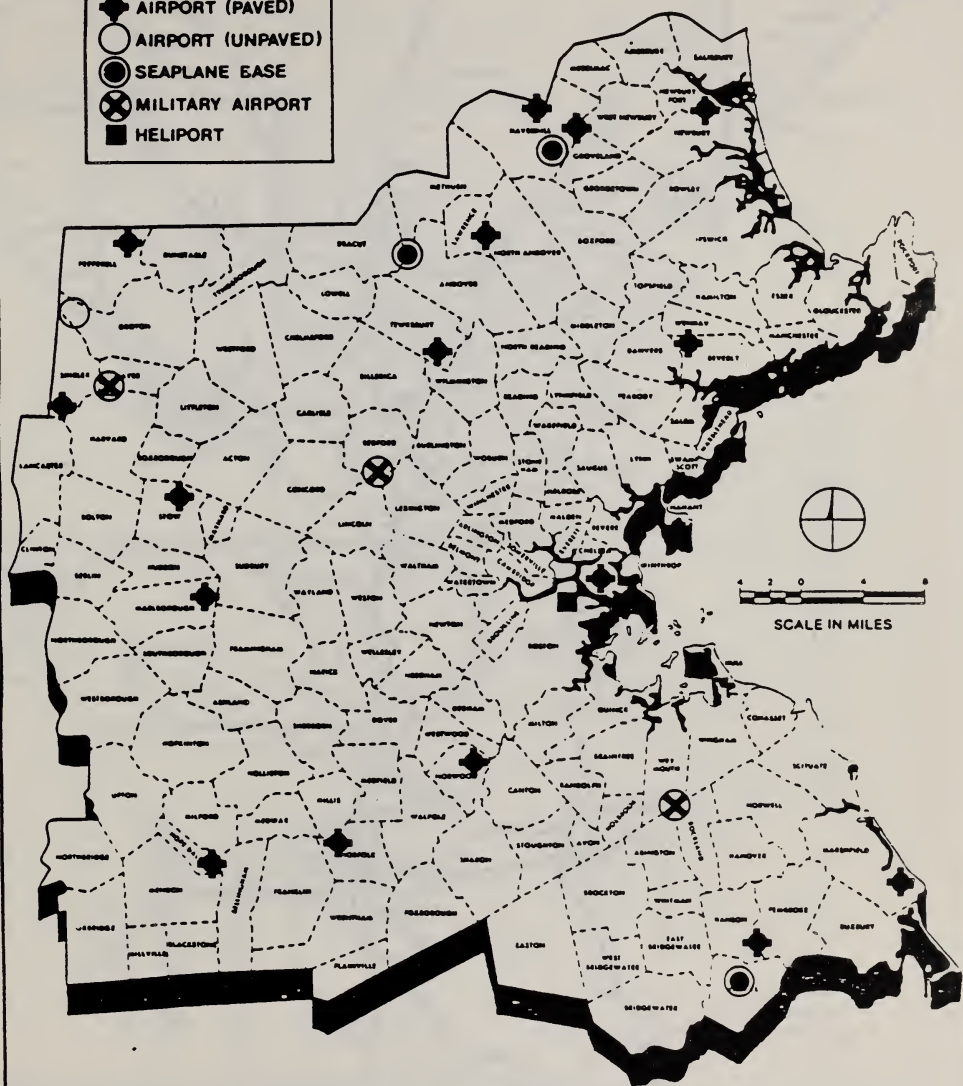
Although air transport usage rates reflect a minor share of total usage, the data do not adequately describe trends and potential for air transportation. The high-tech industry manufactures high priced goods that are particularly delicate and sensitive. Because markets for these products span the globe, and losses due to breakage, damage, and theft are much higher, producers prefer to utilize air transportation to minimize risks. This pattern is evidenced by air cargo shipment figures indicating a 63% increase between 1975 and 1985 both in imports and exports. Electronic computers, parts, and peripherals lead in volume and value among exports. Measuring, testing and control instruments maintain the second position with broadcasting/communications and telephonic/electrical apparatus holding third position for value and volume. Increased competition among freight carriers has stimulated price reductions which have further enhanced the attractiveness of air transport.

Logan Airport is centrally located (as indicated on the map), making access relatively easy. Airport traffic congestion, common at major airports, continues to be a problem, but it is anticipated that the third harbor tunnel will significantly mitigate this concern.

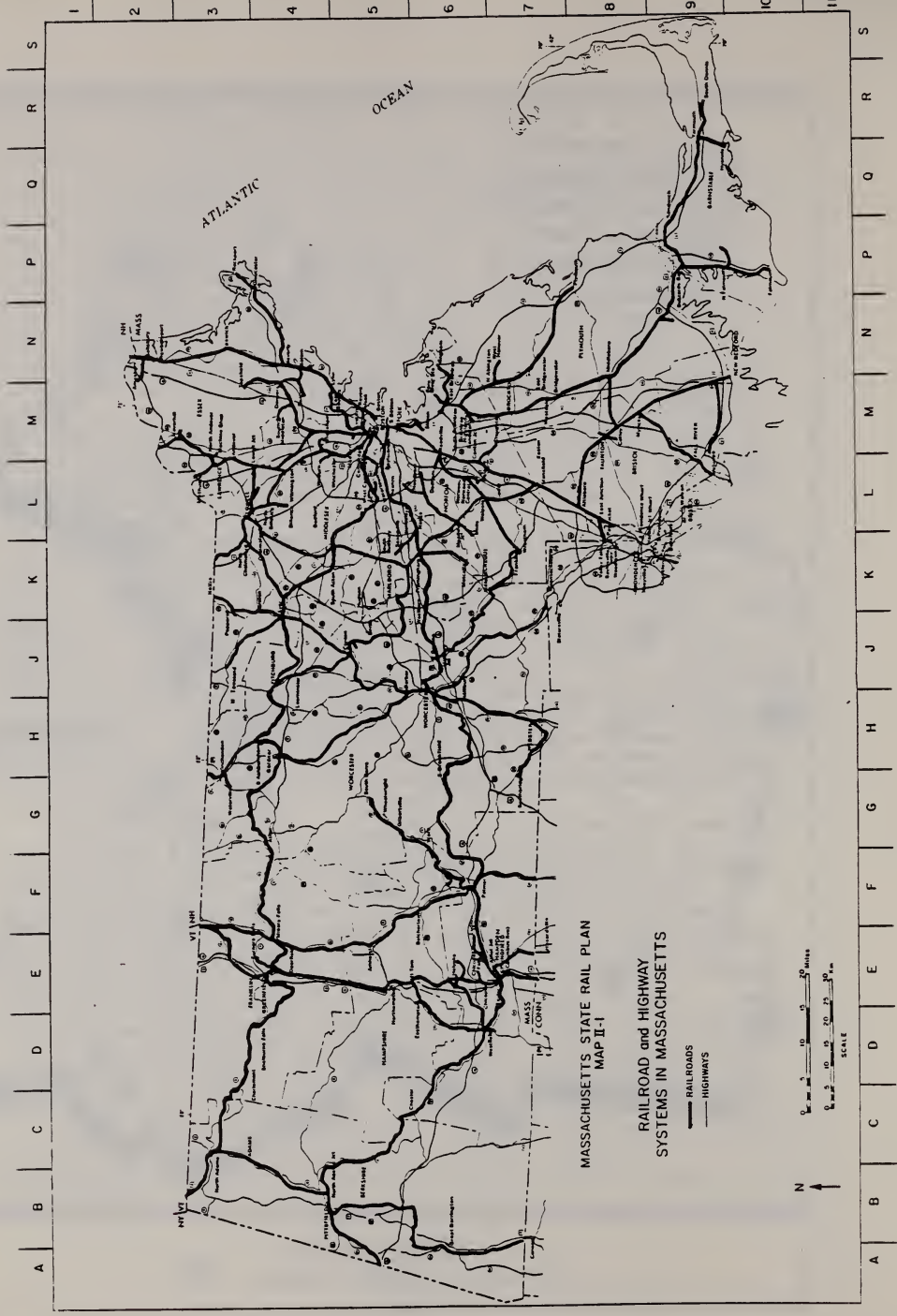
Rail transportation in Massachusetts has been weak as reflected in the transport mode share table because of the competitiveness of truck transport over the short distances characteristic of the Northeast. Service is provided on 1350 miles of track by seven companies with combined gross revenues from \$10 to \$50 million per year. Railroad transport in Massachusetts is better understood in the context of the regional and national rail network since 72 percent of rail shipments with New England destinations originate outside of New England. Likewise, 52 percent of all cars originating in New England have destinations outside of New England. This information provided in the Massachusetts State Rail Plan, 1980 Update (Executive Office of Transportation and Construction) also stipulates objectives for retaining, maintaining, and expanding rail facilities.

The rail industry in Massachusetts was reshaped by the Federal Rail Assistance Act of 1978 creating Consolidated Rail Corporation (Conrail) which subsumed certain bankrupt railroads. Operating under heavy subsidies (sometimes as high as 70 percent of the cost of continuing service) the state has adopted objectives which address: the need for continuing rail service to locations where there exists chronic high unemployment, heavy reliance on rail freight transportation service, and potential for business expansion largely determined by railroad availability. Concerns for improving the competitiveness of Massachusetts rail operators, maximizing the gains derived from Federal Rail Assistance Funds, keeping operating of the subsidized lines in the private sector, and preserving abandoned railroad rights of way are also indicated priorities. Since 1981 when the rail plan was published, the rail network has contracted, although general economic conditions throughout the state are favorable. Detailed analysis of the railroad industry in Massachusetts will be conducted in 1986 to evaluate the state administered rail assistance program.

- ◆ AIRPORT (PAVED)
- AIRPORT (UNPAVED)
- SEAPLANE BASE
- ⊗ MILITARY AIRPORT
- HELIPORT



AIRPORTS WITHIN
METROPOLITAN BOSTON REGION, 1983



MASSACHUSETTS STATE RAIL PLAN
MAP II-1

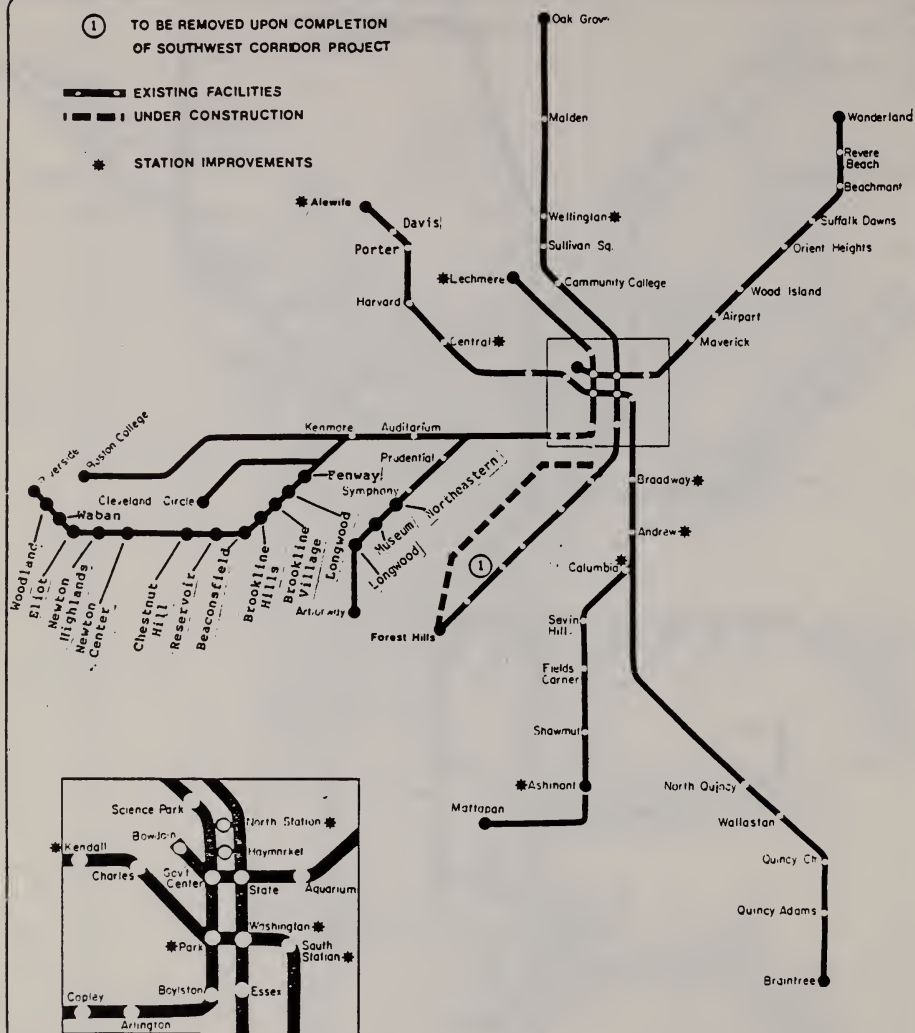
RAILROAD and HIGHWAY
SYSTEMS IN MASSACHUSETTS

— RAILROADS
- - - HIGHWAYS



① TO BE REMOVED UPON COMPLETION
OF SOUTHWEST CORRIDOR PROJECT

— EXISTING FACILITIES
- - - UNDER CONSTRUCTION
* STATION IMPROVEMENTS



MBTA RAPID TRANSIT IMPROVEMENTS

Major TIP Service Expansions

The Port of Boston serves the entire New England region which consists of six states with a combined population of 13 million. The port facilities, consisting of three general cargo marine terminals publicly owned and operated, handled 29 percent more cargo in 1985 than in the previous year. The Port's annual economic impact reached \$178 million and sustained 3,200 jobs during FY 85. The average value of \$3,594 per ton of import/export general cargo ranks as the highest valued cargo in America (twice the national average). The total value of all goods imports and export shipped through the Port was over \$7.7 billion, an increase nearly 100 percent over 1984. Ninety-five percent of the cargo handled is bulk products: fossil fuels, minerals, and commodities marshalled at the Port's 23 private facilities located in Chelsea, Everett, Quincy, Revere and Winthrop. The remaining general cargo consisting of high value goods is mainly shipped in containers (20 or 40 foot metal boxes measured in twenty-foot equivalent units). These products include machinery, photographic equipment, computer parts, and consumer goods.

Containerization is the newest technological advancement in the maritime industry calling for capital intensive shipping firms and terminal operators. Steamships have adapted more quickly than terminal facilities to containerized shipping. The demand for containerport facilities is projected to grow from 75,000 twenty square units (T.E.U., standard measure of container size) in 1978 to 180,000 in 1990 and 290,000 by the year 2000. To meet this demand the Massachusetts Port Authority (MassPort), a quasi-public agency in charge of airport and seaport operations is planning to invest \$116 million in expanded and modernized general cargo facilities at two of its seaport terminals, 47 acre Massport Marine and 101 acre Conley Container.

Foreign trade development is the principal focus of the Massachusetts Office of International Trade and Investment (OITI). OITI estimates that exports from the state alone account for 12 to 14 percent of the gross state product and was responsible for an estimated 150,000 jobs in Massachusetts in 1986.

The objective of OTIT is to assist small and medium-sized businesses in identifying foreign market and distribution and to encourage foreign manufacturing investment particularly in the state's traditional industries and areas of opportunity. Massachusetts has maintained a strong economy despite increasing foreign competition and economic downturns. However, some traditional industries and those "light" manufacturing high value sectors whose fabrication plants can be shifted internationally with ease to take advantage of production economies, are locating abroad.

The Foreign Trade Zone (FTZ) was established to induce final processing of foreign and domestic merchandise stateside. In the FTE storage, exhibition, assembly, manufacturing or other processing can be conducted duty-free unless it is consumed in the United States. Accordingly, Foreign Trade Zones have been established at Commonwealth Pier and Logan Airport South (see map). Commonwealth Pier is a 6.5 acre site consisting of two eight-story brick buildings targeted for warehousing, packaging, assembly and manufacturing. The Logan Airport South facility is a 200,000



Terminals in the Port of Boston

SOUTH BOSTON WATERFRONT

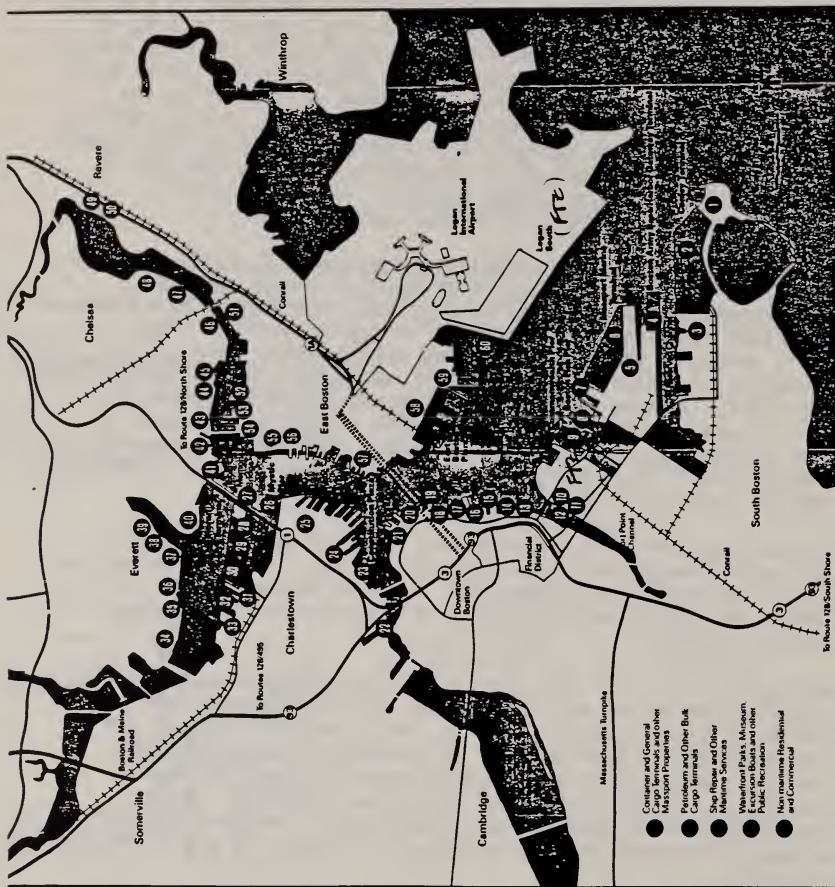
- 1 Fort Independence (M.I.C. park)
- 2 Cunley Terminal (Massport)
- 3 Boston Army Base Harbor Gateway Terminal (Massport)
- 4 Boston Marine Industrial Park
- 5 Massport Marine Terminal
- 6 General Ship Corporation
- 7 Boston Fish Pier (Massport)
- 8 World Trade Center Boston/Commonwealth Pier
- 9 McKie Lighter Company
- 10 Museum Wharf
- 11 Boston Tea Ship

DOWNTOWN WATERFRONT

- 12 Revere Wharf (excursion vessels)
- 13 Public Wharf (fisher towers)
- 14 Custom Wharf (Antiquarium)
- 15 Long Wharf (banker, cruise boats)
- 16 Commercial Wharf (residential)
- 17 Commercial Wharf (residential)
- 18 Lewis Wharf (residential)
- 19 Lincoln Wharf (Boston fireboat)
- 20 Battery (Construction) Wharf (commercial)
- 21 U.S. Coast Guard

CHARLESTOWN WATERFRONT

- 22 Paul Revere Landing Park (M.I.C.)
- 23 Constitution Plaza (Massport)
- 24 U.S.S. Constitution and National Park
- 25 Charlestown Navy Yard (now residential)
- 26 Mystic Pier 1 (Massport)
- 27 Mystic Pier 48-50 (Massport)
- 28 U.S. Customs
- 29 Massachusetts Maritime Museum
- 30 Shawmut Ship Terminal (Massport)
- 31 Atlantic Cement
- 32 Revere Sugar (closed)
- 33 Amstar Sugar



EVERETT WATERFRONT

- 34 Belcher New England Oil Terminal
- 35 Belcher New England Oil Terminal
- 36 Durrigill LNG Terminal
- 37 Exxon Oil Terminal
- 38 Lone Star Cement
- 39 Coldwater Seaford Cargo

CHELSEA WATERFRONT

- 40 Former Chelsea Naval Hospital (residential)
- 41 Chelsea Marine Terminal
- 42 Miami Dry Dock
- 43 Quincy Oil Company Terminal
- 44 Texaco Oil Terminal
- 45 Wallon Pier (fish and lobster)
- 46 Northeast Petroleum Terminal
- 47 Anasco Oil Terminal
- 48 Gulf Oil Terminal

REVERE WATERFRONT

- 49 Belcher New England Oil Terminal
- 50 Gibbs Oil Terminal

EAST BOSTON WATERFRONT

- 51 Mobil Oil Terminal
- 52 Amersbach Hess Oil Terminal
- 53 Amersbach Hess Oil Terminal
- 54 Ellis Wharf
- 55 Boston Tow Boat
- 56 General Ship and Engine Works
- 57 Boston Fuel and Transportation Piers
- 58 East Boston Piers (Massport)
- 59 Boston Shipyard Corporation
- 60 Massport Ferryboat Pier/Ferryboat Dock

square foot office and light manufacturing development tailored for high-tech companies and located adjacent to the new 70 acre air cargo site recently developed by a private firm.

Product areas showing promise that are being developed for overseas marketing by OITI include: packaging equipment, teledata communications, medical devices, computer software, measuring and controlling instruments, and optical instruments. Potential markets for Massachusetts businesses targeted for commercial opportunities are the traditional trading partners - West Germany, Japan, and the United Kingdom. The People's Republic of China has recently become a market interest as the result of a 1983 formal cooperation agreement signed by Governor Dukakis to establish business opportunities for Massachusetts and Guangdong (Canton Province of China) enterprises. The Office of International Trade and Investment also advocates industrial investment of foreign firms to establish plants and facilities in Massachusetts. The machine tool industry has been a concern of these efforts seeking to establish partnerships between West Germany and Japanese advanced machine tool companies and the industry in Massachusetts.

Human Resources and Labor Profile

Breaking from the historical trend, the region lost 129,000 persons during the 1970s. This loss was the result of a declining number of births which could no longer compensate for the region's traditional net out-migration to other areas of the country. Since 1980 the level of net out-migration has abated, though still negative, producing a stable population size through 1984.

Within metropolitan Boston, a population exodus continues from the inner urban core to the low-density communities on the periphery, especially to the I-495 area and the South Shore. Of course, these population shifts are modest in magnitude - the majority of the region's population still resides within Route 128.

Minorities make up just 10 percent of the region's population, far less than for other metropolitan areas of similar size. Blacks represent 5.8 percent, other nonwhite races 2.9 percent, and hispanic 2.4 percent of the region's population as of 1980. Most minorities reside in just a handful of communities - Boston, Cambridge, Chelsea, Framingham, and Lynn - but their population is growing considerably faster than among whites.

Education levels among the region's residents are extremely high by national standards. One in four adults are college graduates, one in eight have post-graduate training, while the median number of years of school completed is 12.3. The region continues to maintain, and may even be increasing, this competitive edge.

Median income of metropolitan Boston residents is higher than nationally. In 1979, median household income was \$18,694, median family income \$22,848, and per capita income \$8,182. Growth in income, as measured by per capita income, has increased much faster than in the nation (45 percent versus 30 percent) between 1979 and 1983. By 1983, per capita income was \$13,126, 38 percent higher than nationally.

Despite lagging population growth, regional employment increased faster than in the nation between 1980 and 1984 - by 8.6 percent versus only 5.7 percent. Services and finance, insurance, and real estate have been the driving engines of economic growth, continually expanding their share of total employment. Manufacturing's share of total employment has declined, despite its importance to the area's high-technology industries.

The ability of the employment base to grow despite a stable population has come from three sources: the sharp reduction in the number of unemployed, a huge influx of the baby-boom generation into their first jobs, and an increasing proportion of women, especially married women with children, who have entered the work force. Unemployment is 3.6 percent in 1985, down from 6 percent in 1980; the number of working-age persons went up by 9 percent between 1970 and 1980, and labor force participation among women has risen to 57 percent as of 1985. Of these three sources of recent labor force growth, only further a increase in female labor force participation is likely to add to future labor supply.

Despite a highly educated work force and an emphasis on technological innovation, regional unemployment has fluctuated widely. During the first half of the 1970s, the rate of unemployment was near 10 percent, far higher than nationally. Since 1979 the rate of unemployment has fallen dramatically to far below average. Part of this favorable comparison reflect's the area's earlier transition to a more services-based economy, sheltering it from the huge employment losses in manufacturing that occurred nationally. More recently, the region's growth in labor supply has been low due to the migration losses to other regions. This condition has forced employers to utilize the pool of unemployed to a greater extent than previously.

One reason for the continuing migration out of the region is that the area's cost of living remains significantly higher than average, while wage levels in four broadly representative occupational groups - office clerical, electronic data processing, skilled maintenance, and unskilled plant - are 3 to 9 percent lower, according to recent reports from the Bureau of Labor Statistics.

These unfavorable economic comparisons - higher cost of living and lower wage rates - have hit certain groups far harder than others. The state's overall poverty rate has fallen to half the national average - 8.3 percent, according to the Massachusetts Division of Employment Security, lower than in 1970. However, women and their children have not fared so well. Their percentage of the poverty population in Massachusetts climbed from 43 percent in 1970 to 55 percent in 1983. The rates of poverty have continued to increase to a very high level among Hispanic persons (39 percent), while remaining very high among blacks (46.5 percent).

Financial Resources

Massachusetts has long been noted for its entrepreneurialism fueled by the banking and investment community centered in Boston. This tradition has been applied to economic development through the creative use of public/private partnerships. The receptiveness of private institutions to public and community-based initiatives fostering jobs and economic stability is largely supported by a strong regional economy which has restored confidence and aggressive investment. Statistics published by the Federal Reserve Bank indicate that, since 1979, average monthly commercial/industrial loans for New England have grown by 25 percent as compared to just 6 percent nationally.

The Proposition 2 1/2 property tax limitation measure eroded municipal resources for development programs and diverted infrastructure maintenance and improvement funds to higher priority city/town services. Fortunately, the desirability of metropolitan Boston real estate, which has attracted nationwide attention, has generally reinforced economic development with regard to job generation and increasing the tax base of area cities and towns. Furthermore, developers have accepted the economic reality of lean municipal finances and public aversion to increased bonded indebtedness. Citizen awareness of environmental impacts of development have also contributed to anti-growth sentiments. Consequently, developers have approached commercial/industrial development from a more comprehensive planning perspective, seeking to accommodate municipal needs while pursuing development goals.

From the standpoint of neighborhood specific economic development, there exists an imbalance in the attention devoted to downtown Boston, fringe and suburban communities versus Boston innercity neighborhoods. This pattern is reflected in a comment made recently at a Boston industrial development seminar. A local businessman stated, "You go into Roxbury and pick-up 10, 20, 30 acres of vacant land. They need the jobs, but if you gave me the land for nothing, I couldn't afford to build there." He cited crime, vandalism, and security of employees as problems attributable to locations in Roxbury.

City policy-makers have initiated a linkage program addressing economic development, job training/placement, and child care. The policy requires developers to pay into project impact funds in exchange for privileges such as development rights, density, or other zoning variances. The biggest linkage project underway in the region is between a downtown Boston site and Roxbury neighborhood development, together amounting to \$350 million. Linkage is currently being tested for legal merits in the courts as developers contend that they are being forced to pay for project impacts that are not directly related to their primary site.

Many economic development projects require resources and expertise unavailable through conventional sources because of the typically high risk, "unbankable" nature of the ventures. Philanthropic organizations and quasi-public agencies have embarked to facilitate community-based efforts to revitalize neighborhood economies and develop housing and job training/placement opportunities. They provide seed capital for start-up businesses and "bilde financing" for development and construction of job producing facilities located in depressed neighborhoods.

Massachusetts has pioneered innovative financing for economic development through organizations such as the Community Development Finance Corporation and Massachusetts Industrial Finance Agency. Private organizations administering loans and technical assistance include Local Initiatives Support Corporation, Community Economic Development Assistance Consortium and Greater Boston Community Development Corporation. Other organizations exist to facilitate minority and woman small business development. These resources are often the catalyst in making economic development projects feasible and continue to be "capacity building" mechanisms for the economic development community.

III. SELECTION OF AN ECONOMIC CENTER

DESIGNATION OF AN ECONOMIC DEVELOPMENT CENTER

In the context of regionwide prosperity, further enhanced by Boston's economic resurgence, it is disconcerting that certain areas exhibit slower progress with respect to employment, income and commerce. The fact that there is great potential for improvement contradicts the prevailing disparity and brings attention to the need for collective resources to bolster such economies. One such area is profiled herein as the economic development center of the metropolitan Boston district, particularly because of its overrepresentation of the poor, its floundering economy, and its potential for economic development.

The cities of Chelsea, Everett, Medford, Revere and Somerville constitute the economic development center of the metropolitan Boston district. More accurately described as a corridor, it lies adjacent to and north of Boston. (Please refer to the map on the following page.) It is within the Boston Primary Metropolitan Statistical Area (PMSA) located at the center of the eastern Massachusetts transportation grid. Concentric highways, Route 128 and Interstate 495, circling Boston and the corridor, along with arteries extending outward in multiple directions, provide for the movement of people and goods throughout the district.

Population

The population of the development corridor was 240,497 as of the 1980 Census. Its population in 1984 was estimated at 238,948 by the federal Census Bureau, a drop of 6/10ths of one percent from 1980. Residential land in the area is fully developed; it is anticipated that corridor population will fluctuate very little in the future.

POPULATION

	<u>1980</u>	<u>1984</u>	<u>Percent Change</u>
Development Corridor	240,497	238,948	-0.6
Boston (City Proper)	562,994	569,485	1.2
MAPC Region (District)	2,884,712	2,889,460	0.2

Source: U.S. Bureau of the Census. 1980 Census of Population and Current Population Reports. "Local Area Population Estimates." Forthcoming Publication.

Population in the development corridor exhibits socioeconomic characteristics which are similar to Boston's population in several important respects. Both areas show lower than district levels of per capita income, slower than district rates of income increase in recent years, higher than district rates of unemployment, and higher than district concentrations of persons below the poverty level.

In several important respects, however, the corridor's population is distinct from that of Boston or the district. Many of development corridor's residents could be characterized as working class or the working poor. Residents of the corridor earn significantly less income per capita, but fewer of them live below the poverty level than Boston residents. Fewer residents of the corridor are high school graduates or have post high school education than either Boston or the district.

PER CAPITA INCOME

	<u>1979</u>	<u>1983</u>	<u>Percent Change</u>
Development Corridor	\$6,410	\$8,717	40
Boston (City Proper)	\$6,555	\$9,100	39
MAPC Region (District)	\$9,030	\$13,126	45

Source: U.S. Bureau of the Census. 1980 Census of Population and Current Population Reports. "Local Population Estimates." Forthcoming Publication.

POVERTY AND UNEMPLOYMENT

	<u>Persons Below the Poverty Level: 1979</u>	<u>Unemployment Rate: 1984</u>
Development Corridor	12.5	5.6
Boston (City Proper)	20.2	5.5
Boston SMSA (District)	9.4	3.6

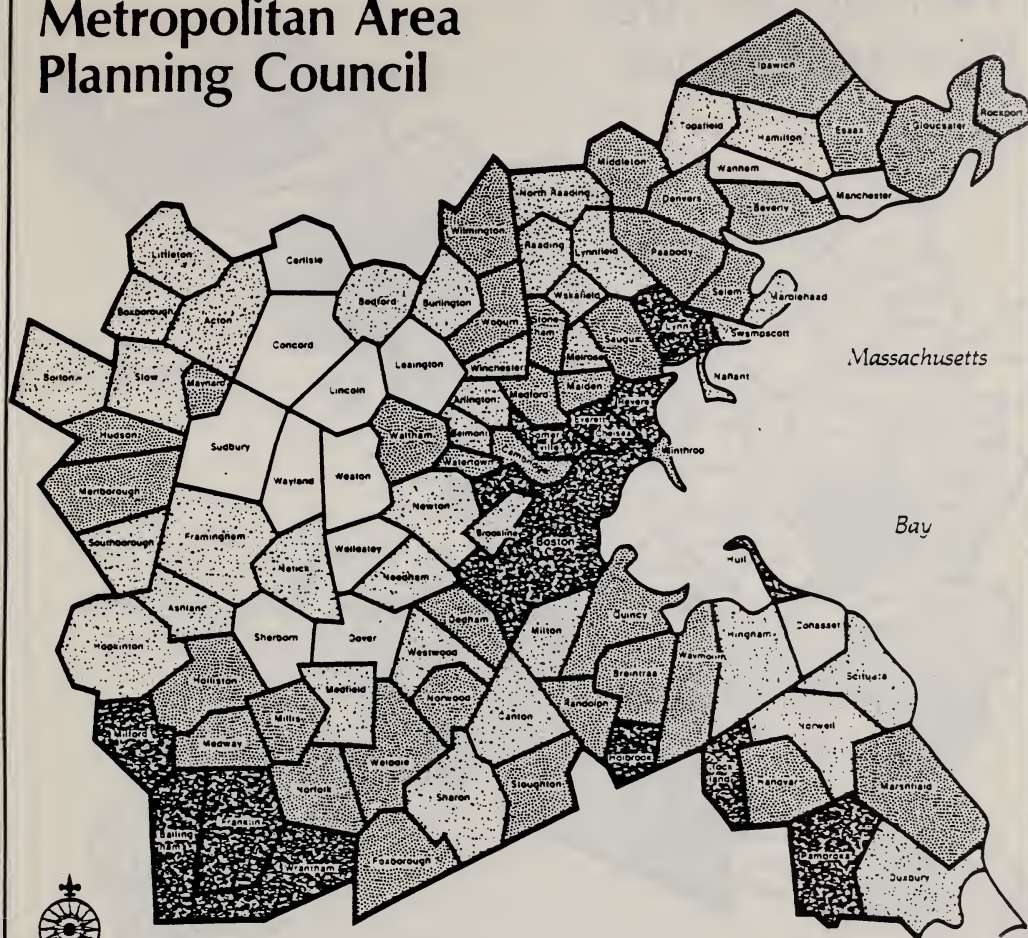
Source: U.S. Bureau of the Census. 1980 Census of Population and the Massachusetts Division of Employment Security.

EDUCATIONAL ATTAINMENT: 1980

	<u>% of High School Graduates</u>	<u>% with Post High School</u>	<u>Median Years of Completed School</u>
Development Corridor	61.6	15.9	12.3
Boston (City Proper)	68.4	33.4	12.3
Boston SMSA (District)	77.2	40.9	12.8

Source: U.S. Bureau of the Census. 1980 Census of Population.

Metropolitan Area Planning Council



Thousands
of Dollars

Under \$10

\$10-\$12

\$12-\$17

\$17 and over



Number of
Communities

14

37

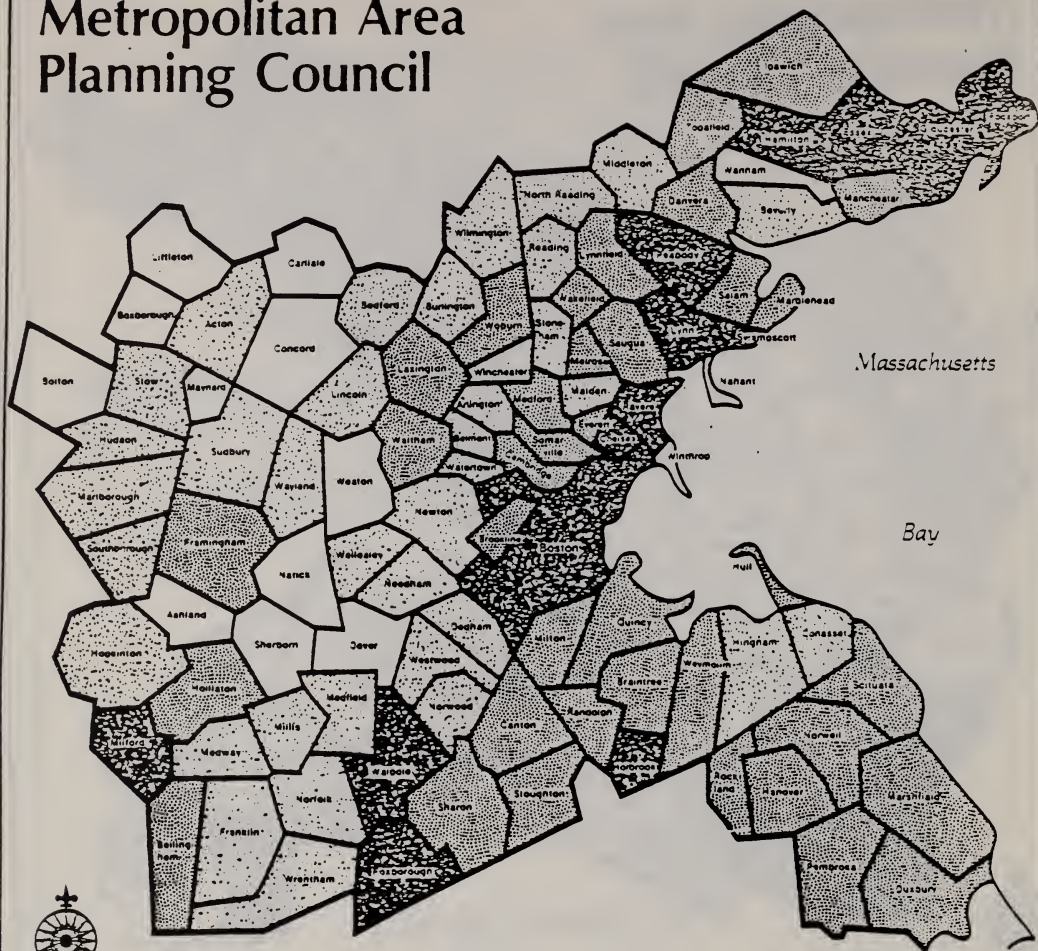
37

13

1983
Per Capita
Income

SOURCE: U.S. Bureau of the
Census.

Metropolitan Area Planning Council



Massachusetts

Bay

Percent

Number of
Communities

30%-39.9%

14

40%-44.9%

39

45%-49.9%

36

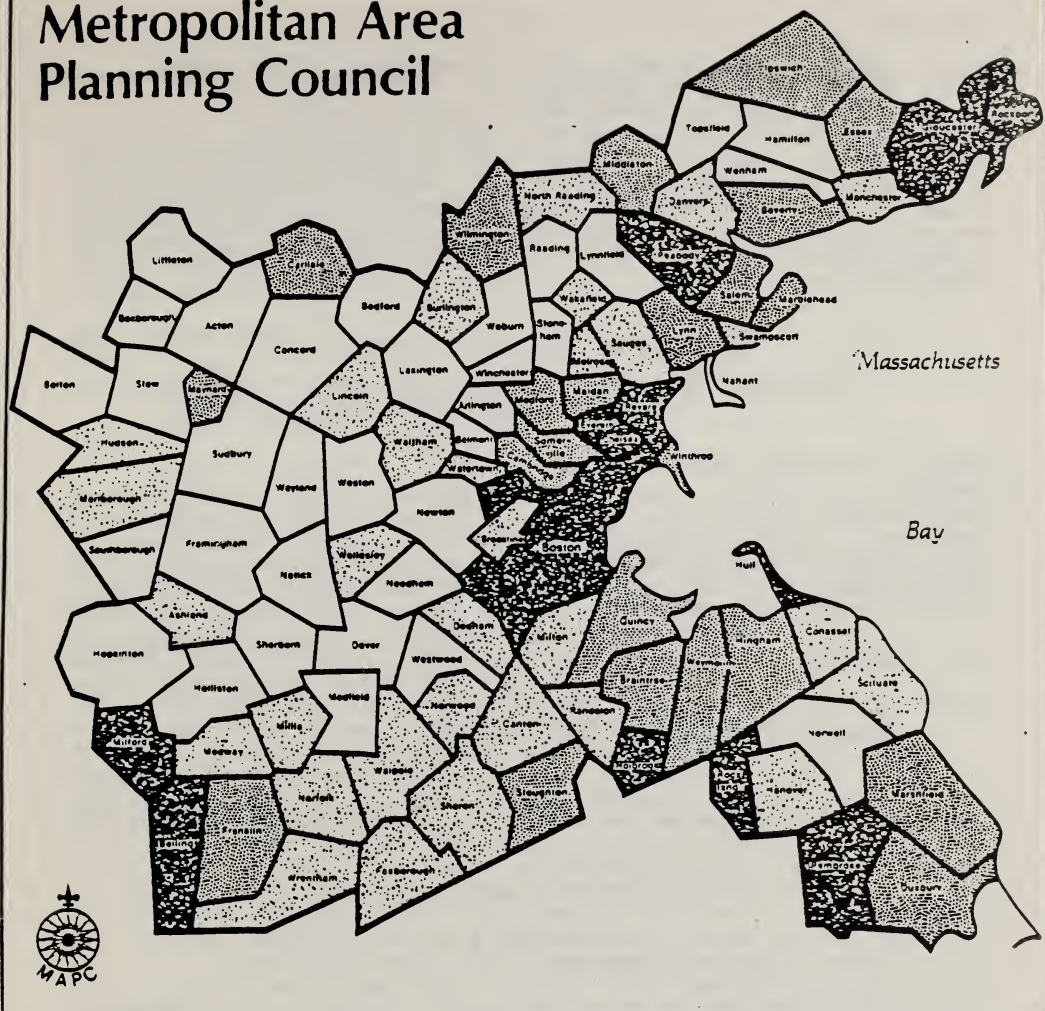
50% and over





12

Percent Growth
in Per Capita Income
1979-1983

SOURCE: U.S. Bureau of the
Census.

Metropolitan Area Planning Council



Percent		Number of Communities
5% or more		13
4.0%-4.9%		22
3.0%-3.9%		31
less than 3%		35

1984
Unemployment
Rate

SOURCE: Massachusetts Division of
Employment Security.

Employment

Boston, as the principal economic center of New England, is the primary magnet for jobs and commerce in the district. The economy of the designated development corridor is closely related to Boston, yet distinctly unique; compared with Boston, corridor employment is overrepresented in wholesale and retail trade (34 percent), construction (19 percent), and manufacturing (19 percent). Several sectors which account for much of the recent employment growth throughout the district, and particularly in Boston, are conspicuously lacking in the corridor - finance, insurance and real estate (just 3 percent); and, to a lesser extent, services (23 percent).

PROPORTION OF TOTAL 1984 EMPLOYMENT

	Development Corridor	Boston	Boston SMSA
Wholesale and Retail Trade	34.1	16.8	22.6
Services	23.4	35.0	29.0
Manufacturing	18.5	8.8	20.3
Government	10.8	16.3	12.2
Transportation, Communication, Utilities	5.2	7.0	4.6
Construction	5.1	2.0	3.2
Finance, Insurance, Real Estate	2.9	14.0	7.6
Total Employment	55,464	531,733	1,591,474

Source: Massachusetts Division of Employment Security. Employment and Wages in Massachusetts Cities and Towns.

Job growth in both Boston and the development corridor has been at only half the growth rate of the district since 1980. However, several employment sectors that are important to the economy of the development corridor have expanded at above average rates since 1980. Growing faster than Boston were the corridor's wholesale and retail trade and services - the former building on one of the corridor's dominant employment sectors and the latter probably showing the spillover effects from Boston. Corridor manufacturing employment has held steady despite the corridor's intensely developed land, while it continues to exit from Boston. Current preferences of large-scale manufacturers are for horizontally designed facilities and greater open space requiring cheaper, more abundant land.

Several sectors that are important to the corridor's future job growth show signs that their competitive position in the district continues to wane. Construction and finance, insurance, and real estate employment have expanded at rates far below both Boston and the district. Transportation, communications and utilities along with government employment have declined sharply since 1980.

PERCENT CHANGE IN EMPLOYMENT: 1980-1984

	Development Corridor	Boston	Boston SMSA
Wholesale and Retail Trade	12.1	9.5	12.5
Services	12.8	8.9	16.3
Manufacturing	0	-10.0	10.2
Government	-19.7	-1.5	-7.2
Transportation, Communication, Utilities	-16.3	4.6	4.2
Construction	5.5	9.0	19.0
Finance, Insurance, Real Estate	2.1	12.1	13.7
Total Percent Change	5.7	5.3	10.2

Source: Massachusetts Division of Employment Security. Employment and Wages in Massachusetts Cities and Towns.

Any evaluation of the development corridor's economic strengths and weaknesses should also consider the average wage paid by each of its employment sectors and their wage levels in relation to Boston and the district. Employers in the corridor typically pay significantly lower wages than those in Boston and the district. Lower than average wages are especially the case with services; transportation, communications, utilities; and in finance, insurance, and real estate. One important exception to this statement is wholesale trade employment - its average wage is comparable to that in Boston and the district.

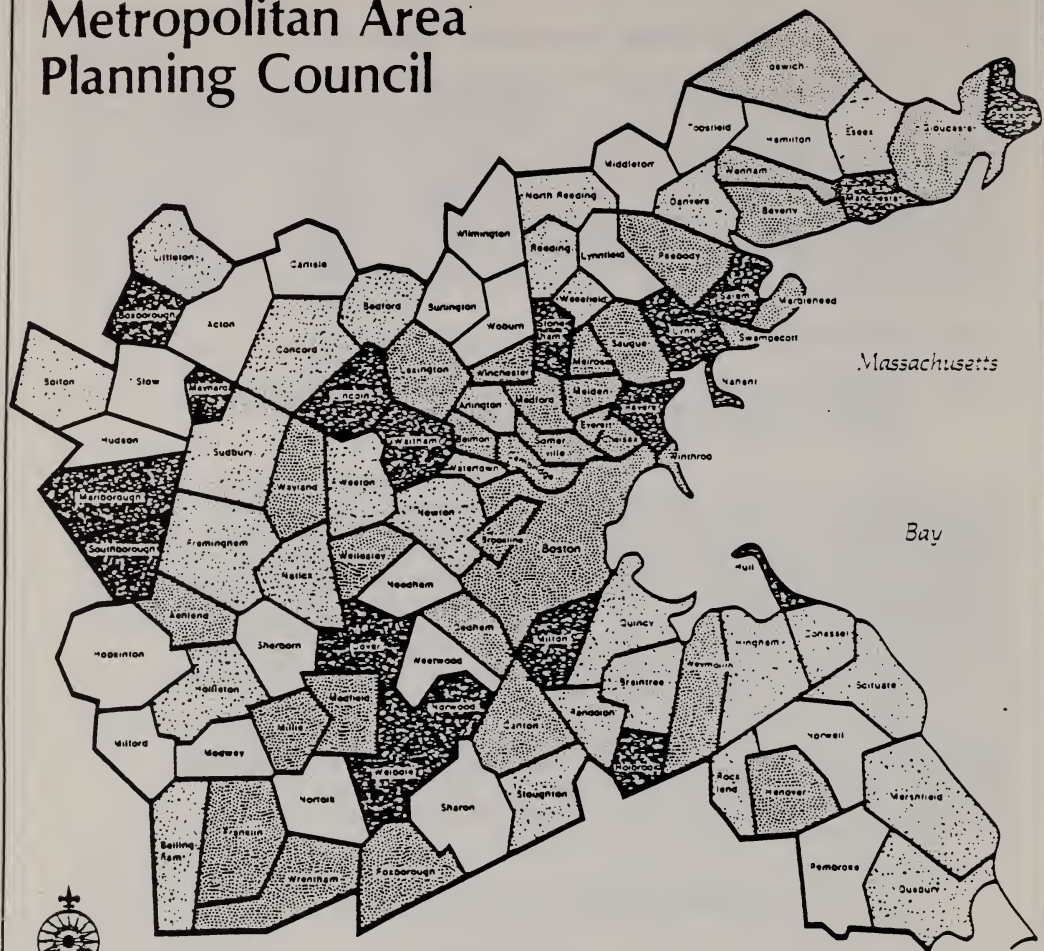
Average wage levels in the corridor are highest in wholesale trade, followed by construction, government, manufacturing, and transportation, communication, utilities. Average wages are especially low in the corridor's retail trade, services, finance, insurance, and real estate employment sectors.

AVERAGE ANNUAL WAGE BY SECTOR: 1984

	Development Corridor	Boston	Boston SMSA
Wholesale Trade	\$25,149	\$24,863	\$25,122
Retail Trade	9,405	12,044	10,973
Services	13,723	18,982	18,069
Manufacturing	20,994	22,475	24,663
Government	21,251	25,031	22,297
Transportation, Communication, Utilities	20,334	28,485	25,541
Construction	23,091	27,065	24,186
Finance, Insurance, Real Estate	15,761	26,632	23,380

Source: Massachusetts Division of Employment Security. Employment and Wages in Massachusetts Cities and Towns.

Metropolitan Area Planning Council



Percent

Number of
Communities

Loss

19

0-9.9% gain

33

10%-24.9% gain

28

25% or more gain

21



Percent
Employment Change
1980-1984

SOURCE: Massachusetts Division of
Employment Security

Economic Prospects for the Corridor

MAPC's goal is to improve the standard of living of corridor residents to a level comparable with the region. A full range of issues must be addressed in order for this to be achieved. Health, educational, and transportation services are paramount to building an attractive business environment. Support by the local leadership is important to institute policies and programs enabling residents to train, businesses to locate, and services to be delivered in a timely, coordinated, and cooperative fashion. Furthermore, the corridor must embark on an economic development strategy that takes advantage of its best assets and maximizes from the economic climate.

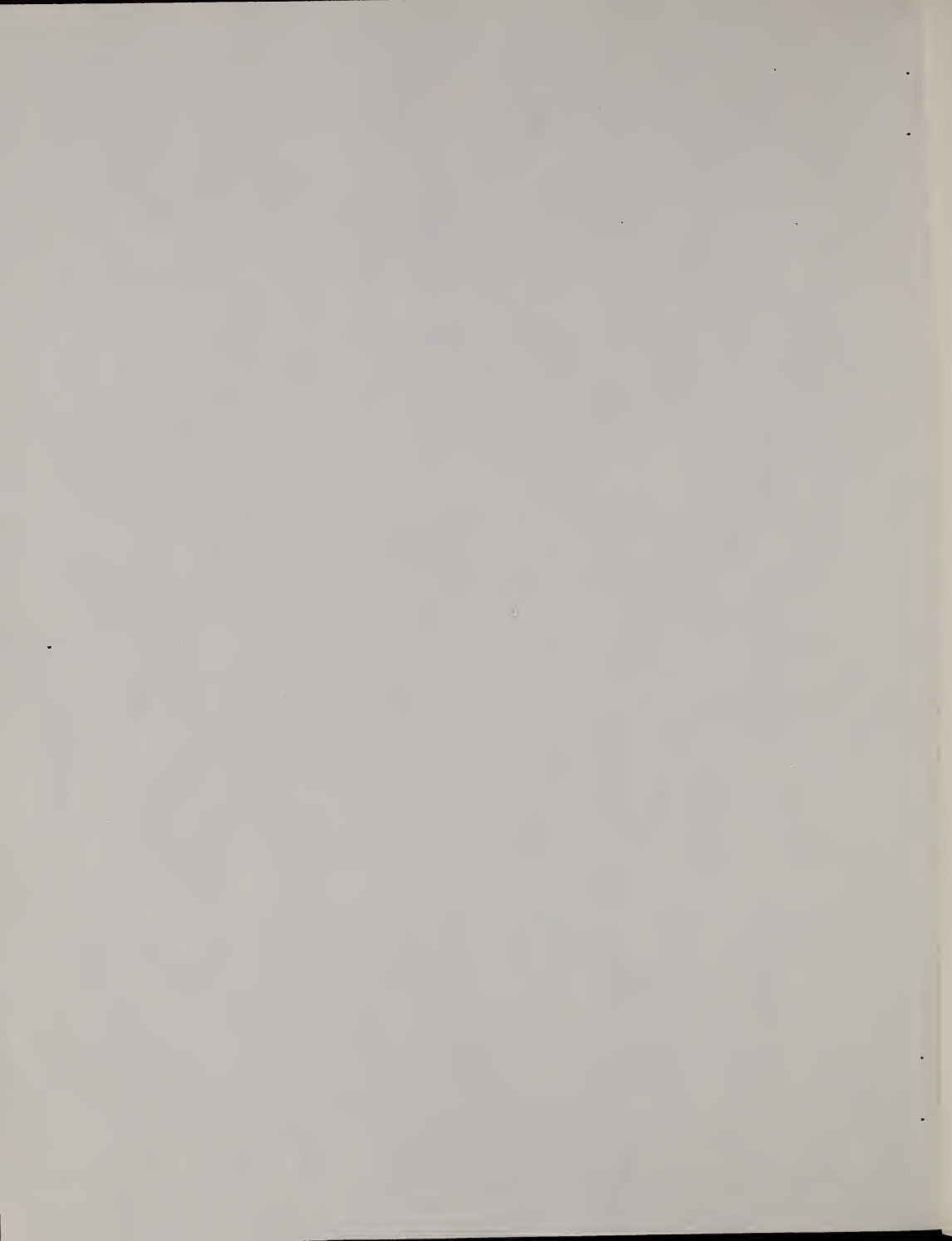
Services throughout the district are abundant because of the size and diversity of Boston and its importance to New England. Boston's medical complex is heralded worldwide. With three highly acclaimed medical schools, a host of hospitals, research and development centers as well as regional health maintenance organizations and clinics, medical care is readily available. Higher education is also a large industry in Boston with similar scale impacts on New England.

Transportation facilities include an international airport, commercial, commuter and local rail service, bus service, and an extensive highway network. Internal traffic circulation is in need of enhancement in several locations throughout the district, including the development corridor. Boston is in the planning and design phase of a proposed Third Harbor Tunnel to help ease congestion of downtown traffic. Communities like Chelsea which have experienced increased traffic are conducting studies to realign and upgrade streets allowing better flow and utilization of the market created by traffic patterns.

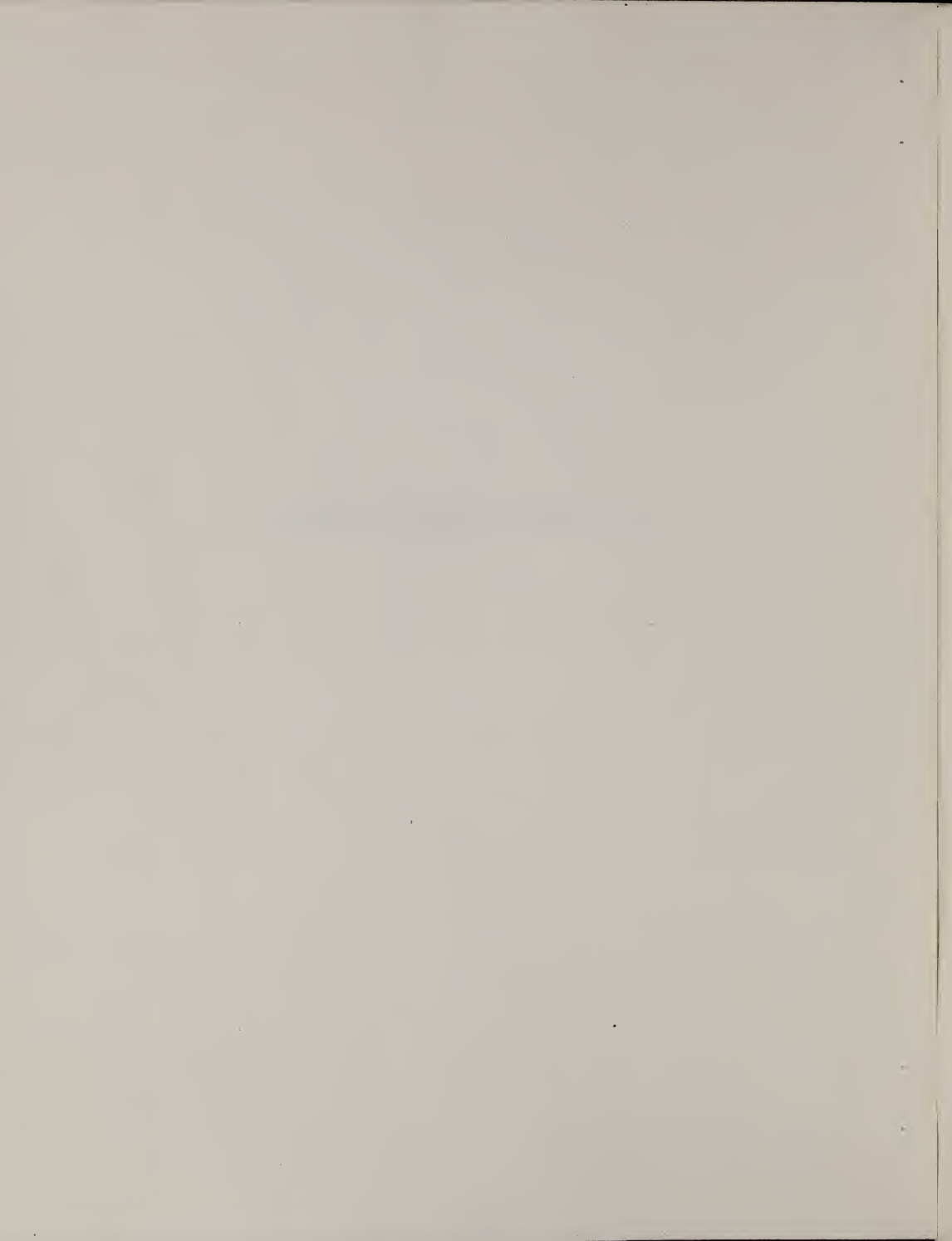
The corridor's location with respect to Boston is perhaps its greatest asset. Transportation is the vital link to the Boston economy. Access to the Boston market, area suppliers, and Logan International Airport make the corridor a choice location for warehousing and distribution facilities, export manufacturing, and import terminals.

The commitment by the local leadership of the five development corridor communities to serve as the economic development center is achieved through the MAPC Executive Committee. This body also serves as the OEDP Committee and reviews the OEDP for compliance with regional and city/town goals.

Indeed, there is potential for the corridor to benefit from Boston's boom times. Housing development opportunities revolve around its close proximity to Boston and abundance of rebuildable housing stock. Employers in congested and expensive downtown Boston seek cheaper yet accessible space for back office operations. State programs are in place to train and retrain unemployed, underemployed, and dislocated workers. These factors add up to a promising position for the development corridor. With continued EDA - MAPC interest and effort the corridor will be able to realize its full potential.



IV. POTENTIALS FOR ECONOMIC DEVELOPMENT



POTENTIALS FOR ECONOMIC DEVELOPMENT

The factors which draw developers to metropolitan Boston have long been in evidence: the high quality of its workforce, the vigor of its emerging, technologically driven industries, the depth of its financial institutions, and its location as the hub of New England's economy. Significant constraints on economic development are now being spawned in reaction to the area's recent economic boom: shortages of housing for its low and moderate-income residents; shortages of buildable sites; shortages of skilled and semi-skilled workers; and overloaded or deteriorating sewer lines, expressways, and thoroughfares. Communities which have borne the brunt of these negative developmental consequences are adopting techniques designed to guide or limit the extent of development within their borders.

Analysis of Potentials

Metropolitan Boston has for many generations attracted the entrepreneurs and engineers who research and develop emerging technologies. Its extensive financial institutions aid in the raising of venture capital; its legal, accounting, and computer services organizations enhance corporate productivity; and the area's prestigious universities and colleges provide freshly-trained engineering and business school graduates.

The district's concentration of college graduates and above average labor force participation reflect an extremely high-quality workforce. One in four adults hold a college degree, while one in eight has post-graduate training. This superior preparation for work also leads to greater long-term work commitment. Labor force participation rates are 1 and 4 percentage points higher, respectively for men and women, than for the average metropolitan area.

The region also contains New England's largest airport with good connections to the high-technology export markets of Europe and Asia. Its short distance to the population centers of the Northeast and the close market proximity of 3 million residents, enhance the attractiveness of Boston's location. State government agencies and institutions actively promote economic development with a variety of innovative financing programs, tax incentives, employment training and technical services, and export assistance.

Analysis of Constraints

Where new or expanding economic development projects occur and where affordable housing is available are in increasingly mismatched communities. A rapid increase in housing costs, to a median level twice the national average, has caused financial hardship for an increasing number of low and moderate-income residents. Land, whose price ten years ago would have supported new rental developments, is today used for condominiums and office space which yield higher financial returns.

These housing conditions are especially difficult on one of the area's mainstay industries - high-technology startup companies. Potential hires are unwilling to migrate into the region unless their relocation is subsidized by the company. Larger, established companies have been adopting by offering relocation services and subsidizing certain housing costs.

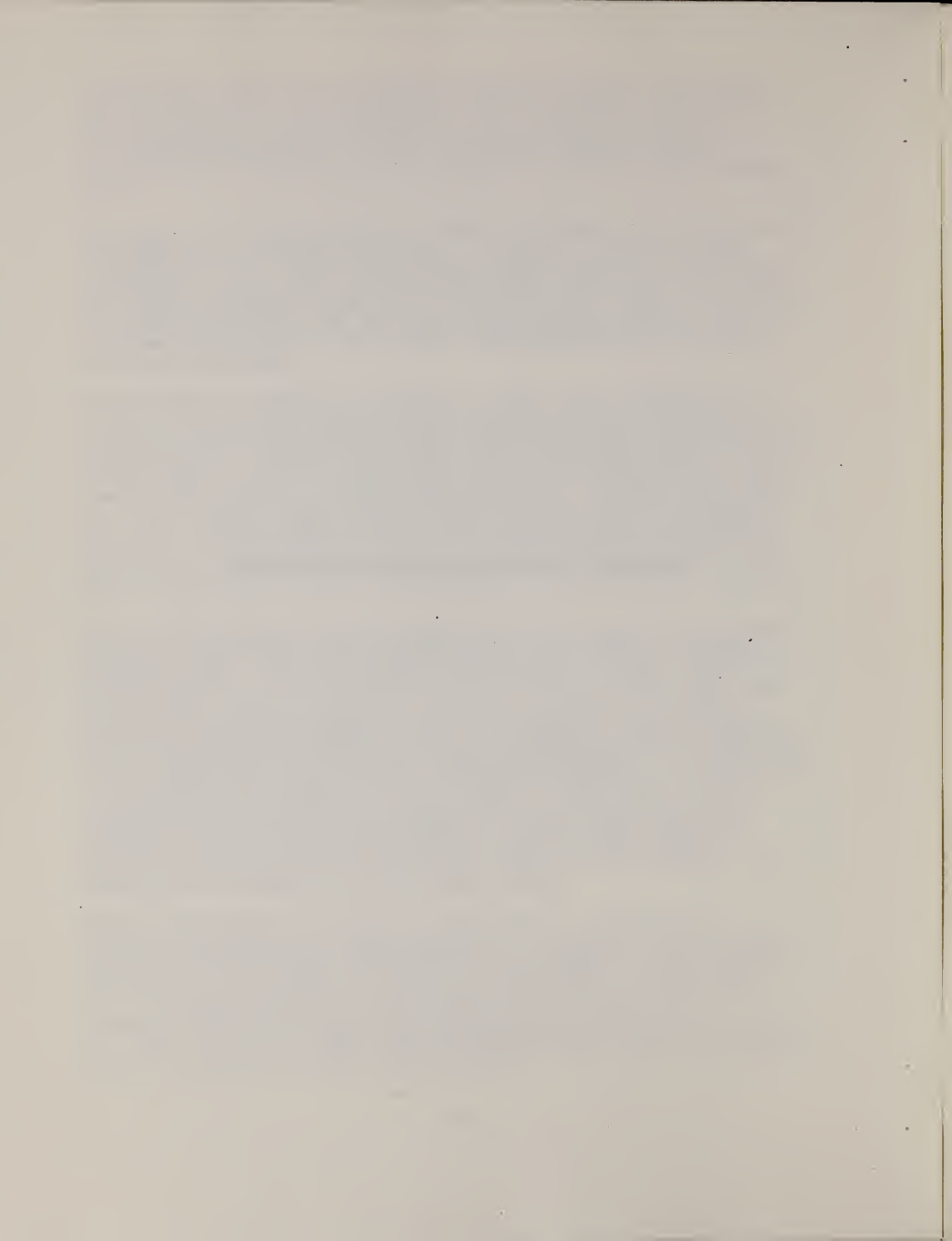
Developers of both industrial and commercial properties are running out of affordable land in metropolitan Boston. Developers continue to seek locations on or near major transportation nodes. Because of the enormous development of recent years, undeveloped industrial and commercial land has nearly disappeared in the more desirable locations. MAPC will be able to document the increase in land values and disappearance of buildable sites more completely in the next OEDP, after updating its sites survey now nearing completion.

For the region's employers to continue to expand their businesses, all supplies of unutilized labor will need tapping. Location decisions will likely be increasingly determined by the residence of the largest pools of untapped labor - the black and hispanic, the unskilled and semi-skilled, mothers with preschool children, and the elderly. In metropolitan Boston, unemployment is very low, population growth near a standstill, and labor force participation rates are significantly above the national average. Post-1980 migration data indicate that net out-migration is continuing. Inferential evidence suggests that it is particularly persons with less than college education that leave the region in greater numbers than they enter.

Basic to all continued economic growth is the maintenance and development of public infrastructure for transportation, water, sewers, solid and hazardous waste. A 1983 assessment of the condition of Massachusetts' infrastructure by a research team from M.I.T. pointed directly to a lack of maintenance and/or investment in the infrastructure as a probable deterrent to continued economic growth. Maintenance is being deferred by local communities and development projects suspended because of a lack of funds. One area of the region where economic development is suffering now is in communities directly north of the Central Artery where traffic congestion may be precluding new developments. The Central Artery was designed and constructed in the 1950s and is now the most congested stretch of roadway in the United States. Design and planning for replacement and augmentation of these facilities are well underway, but completion will extend well into the next century.

Metropolitan Boston has historically suffered as a result of its geographical distance from energy supplies. As a result, there continues to be few energy-intensive industries that locate here. Since the energy embargoes and price surges of the 1970s, major efforts at conservation have cut energy consumption by one quarter from its high in 1973. However, energy costs remain among the highest in the country. According to a 1982 study by the State's Energy Resources Office, the cost of energy here is 22 percent above its cost nationally.

V. DEVELOPMENT STRATEGY AND PLAN FOR IMPLEMENTATION



DEVELOPMENT STRATEGY AND PLAN FOR IMPLEMENTATION

MAPC District Assumptions

While employment growth in the District has slowed over the last year, the absorption of office space continues at a healthy rate lead by financial services. This sector and defense-related firms are likely to provide additional employment expansion for the next year or two. Despite the general prosperity, a significant number of communities are being left behind. The unemployment, poverty, and poor employment growth of these communities frequently reflects their geographical location away from the concentrated development in downtown Boston and along Routes 128 and 495. MAPC has designated a development corridor which has proximity to downtown Boston and Logan Airport. Wholesale trade, users of back office space, and time-sensitive businesses such as high-technology exporters, probably constitute the best potential for creating new jobs in the development corridor that pay adequate wages.

MAPC Goals

The following goals and policies were submitted to the corresponding Technical Advisory Committee and to the MAPC Executive Committee, which designated a special committee to coordinate and integrate the different drafts into a single comprehensive document. This document was then submitted for the approval of the Council at its May meeting and was adopted for the region. These goals and policies have been reviewed and approved annually. These regional goals are the OEDP goals, integrating economic development goals into the comprehensive development process.

1. Land Use: Distribution and time-phased allocation of land in the metropolitan area, made in a comprehensive planning context, to meet the needs of current and future inhabitants for housing, employment, open space and recreation, water supply, and locally produced food and fiber.
2. Natural Environment and Resources: An environment which will remain healthful, attractive, and capable of absorbing cyclical waste without impairing or threatening human well-being and activities and the interaction of natural ecosystems.
 - Renewable natural resources shall not be used at a greater rate than that which permits their renewal or restoration to the environment;
 - Non-renewable resources shall be prudently conserved; and
 - Maximum feasible use shall be made of resources that are non-depletable, such as hydropower and sunlight.

3. Manmade Environment and Waste Management: Acceptance by the public of its responsibility for, and implementation through adequate financing and regulation of:
 - Planning, guidance, and provisions for the regulation of future development so as to preserve economic, social, cultural and aesthetic values, with a preference for preservation over new construction.
 - Planning, development, and installation of a metropolitan system for waste management, including hazardous waste, that is environmentally sound, cost-effective, and maximizes recycling and resource recovery.
 - Prompt removal or rendering harmless of health-threatening or water-polluting deposits of harmful wastes.
 - Maintenance and as need be replacement of public buildings and structures, infrastructure, and other facilities serving the public.
 - Maintenance of historically valuable sites and structures (whether or not publicly-owned).
4. Housing: An adequate quantity and mix of affordable housing to meet the varying needs of the residents as to type and location, all within the framework of regional land use and environmental goals.
5. Economy and Employment: An economic climate in which:
 - Existing industries are encouraged to remain, modernize, and expand; new industries are attracted; and the metropolitan area retains its industrial diversity and its position of leadership in the development of knowledge-based or high-technology industries;
 - A range of reasonably-priced goods and services is readily accessible to all inhabitants of the region, to visitors and tourists, and for export (the latter especially of knowledge-based non-energy-intensive services and products);
 - A job paying a fair wage and permitting the development of latent abilities and skills can be found for every resident of the metropolitan area desiring employment;
 - Training opportunities are available to qualify residents for such jobs.
6. Transportation: A metropolitan multi-modal transportation system for safe, efficient, and economical movement of people and goods that is well-maintained and consistent with or contributes to the achievement of other MAPC goals.

MAPC Economic Development Policies

1. Energy: Encourage energy-efficient land use patterns and development forms through education and help with growth management regulations, while supporting energy conservation and use of alternatives to imported oil and gas.
2. Infrastructure: Support legal mechanisms to ensure continued reliable upkeep of infrastructure (roads, bridges, water and sewer systems, other service facilities) with assured financing for a multi-service metropolitan service organization controlled jointly by cities and towns and with an adequate state voice.
3. Development Location: Support, instead of new development in outlying areas, more intensive development in existing downtown areas with infrastructure in place, and reuse buildings as appropriate to support continued health of cities in the region;
 - support the concept of development at transportation nodes, provided other policies on environmental resources can be met in such sites;
 - support the revitalization of downtowns and established neighborhoods;
 - oppose the provision or financing of public improvements, such as highways, to serve developments knowingly located contrary to regional development plans and good planning practice in competition with established business and industrial centers.
4. Technical Assistance: Provide assistance to member communities and state agencies for planning and management of growth at no charge or at cost; to:
 - formulate development plans;
 - evaluate development sites; and
 - put in place reasonable growth guidance regulations to ensure that growth is compatible with the location, land capacity, and applicable regional and local goals and plans.
5. Economic/Industrial Development: Support local efforts, based on realistic evaluation of potential, to attract and assist industries and business firms providing local employment and producing goods and services, striving for a distribution of diverse industries and businesses throughout the metropolitan area to minimize long commutes, especially by private car, and the dependency of a community on a single large employer.

6. Economic Development Support: Encourage sound governmental programs and grants to assist new or expanding industries, as is done in other countries and other regions of the United States.

7. Program Information and Assistance: Provide factual and statistical information and advice to cities, towns and industries about economic development and other related programs and regulations to facilitate compliance, reduce red tape, and help them qualify for and obtain financial assistance for economic development and provision of services for appropriate industrial locations.

Maintain information about: market conditions, skills available and expected to be needed, training opportunities, wages, characteristics of available sites, criteria for site selection used by various types of industries, employment statistics and forecasts.

8. Access to Activity Centers: Improved access to core areas of concentrated commercial/industrial activity and employment, especially by means other than private automobile.

9. Reduction of Hours of Travel: Develop and support programs to reduce hours of automobile travel by:

- encouraging higher-density development in areas served by transit;
- assisting communities in resolving traffic problems;
- supporting programs to increase use of public transportation and ride-sharing, including vans, carpools, and subscription bus;
- supporting improvement and expansion of the metropolitan public transportation system;
- encouraging bicycle commuting as an energy-effective and healthy alternative to driving;
- working toward development of more park-and-ride lots;
- encouraging the construction of safe and efficient pedestrian facilities, especially as accesses to public transportation.

10. Freight: Participate in the analysis of, and support through improvement projects, legal and fiscal means the safe, efficient and economic movement of goods.

11. Upkeep: Give priority to maintenance, reconstruction, and improvement of existing facilities over the construction of new highways, except where urgently needed to solve a serious safety or congestion problem not created through development contrary to regional plans and policies.

Course of Action

MAPC has initiated a number of programs to attain the goals set forth in the OEDP. The broad scope of the goals necessitate a comprehensive program. Because of limited resources and lack of implementation powers, MAPC is primarily concerned with providing the information needed by its communities to better manage their development process.

The selected strategies involve:

1. The development, maintenance and dissemination of data to facilitate and improve public and private decisionmaking in economic development issues and projects.
2. The provision of project impact analysis and review, and plans and recommendations to help improve community decisionmaking, especially in areas of comprehensive physical development and services.
3. The education of local officials through workshops, handbooks and technical assistance for their better negotiation of specific aspects of development.
4. The provision of technical assistance, legislative assistance, and direct participation in programs which promote development in communities where plant closings have occurred, where employment growth lags behind regional averages, or where expertise in promoting economic development is not readily available.
5. Participation in and support of forums, workshops, and meetings which encourage cooperation between state agencies, developers, and community officials.

Plan for Implementation

The following elements are contained in MAPC's Development and Data Group's work program for fiscal year 1986-1987. Also included are a variety of projects which involve significant aspects of economic development to be done by other MAPC departments.

1. Data Collection and Analysis. The objective is to create a comprehensive data base to be updated continuously for use by MAPC staff and the public.

- a) The Sites Survey is an inventory of all undeveloped parcels of land zoned for industrial and commercial use larger than one acre (industrial) or more than 10,000 square feet (commercial). This information was gathered during 1984 and 1985 from local Assessor's offices and from visits in the field. Once verified, the sites were mapped and computerized at MAPC for quick accessibility. The Economic Development Group has updated this survey in the summer of 1986.

- b) The Development Tracking File includes information on a large proportion of major new economic development projects about to be built or expansions on existing employment sites. The source of this data is MAPC's review of projects that have federal financing, require an environmental assessment or statement, or are financed by Industrial Development Bonds (IDB's). This database includes project location, the number of new jobs to be created, the amount of capital invested and the sources, utility requirements, and traffic generated by the project. This is an on-going project which provides a more recent monitoring of regional development trends than is available through the Massachusetts Division of Employment Security.
- c) The Community Monographs contain statistical information compiled for each of the 101 municipalities of MAPC. Monograph data can be useful for preparation of grant applications, municipal budgeting and planning, economic development, and basic research. The entire 101 monographs were completed and distributed to the appropriate local planning and government officials during 1985 and 1986. New sections of the monograph series will be compiled and distributed as additional data become available.
- d) Metro 2000 will be a report on the district's future based on available data, projections, trends and policies.

2. Coordination. Economic development in the region requires the participation of public and private, local, state and federal organizations and institutions. The Council, with its representatives from 101 cities and towns, as well as major state agencies, plays a major role in bringing together a variety of parties engaged in economic development. Specific cooperative activities to be developed during 1986-1987 are:

- a) Interchanges with state agencies. Several other agencies of the Commonwealth, such as the Massachusetts Industrial Finance Agency, Massachusetts Technology Development Corporation, Bay State Skills Corporation, Massachusetts Port Authority, Metropolitan District Commission, and Massachusetts Bay Transit Authority have important roles in the economic development of the area. A systematic series of contacts made during 1986 both reinforced and expanded the existing relationships encompass the new emphasis and tasks.
- b) Contact with organizations in the private sector. As with state agencies, a systematic series of contacts with private organizations is being continued during 1986, including the Private Industry Council, the Greater Boston Chamber of Commerce, the Industry Roundtable, and the Massachusetts Taxpayers Foundation.

- c) Contacts with local authorities. Economic Development staff members have visited each of the 101 cities and towns in the metropolitan area to insure that previously established contacts already established through programs and projects are maintained.

3. Technical Assistance to Local Officials. While metropolitan Boston has recently enjoyed a period of rapid growth in employment and income, some municipalities in the region have lagged far behind. The region's economic transformation has meant the closing or moving away of shoe, textile, apparel and other mature industries leaving some communities with reduced employment and municipal tax bases. MAPC's Economic Development Group has made such communities the focus of their technical assistance during 1986. The following projects are representative of the Council's recent efforts.

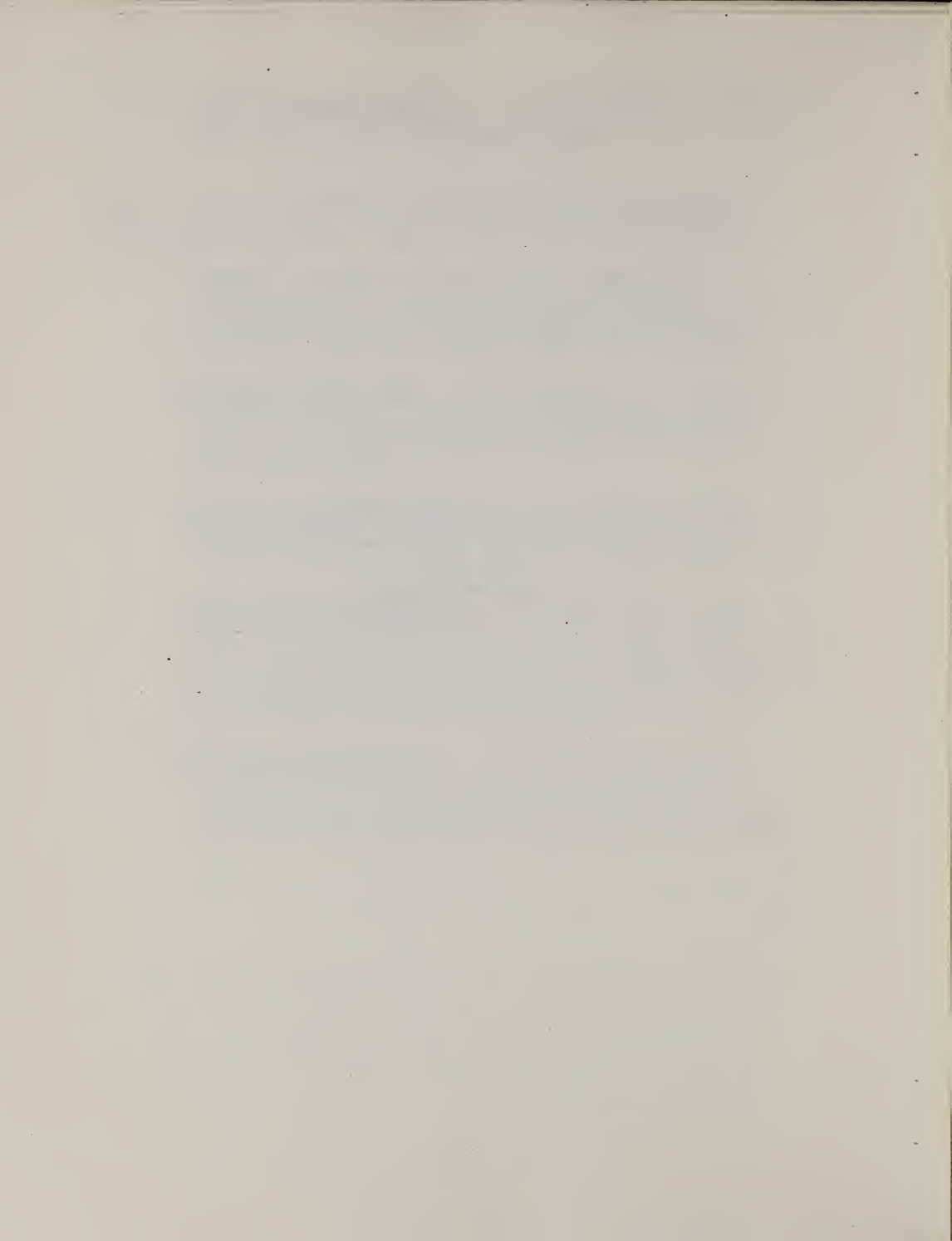
- a) Hull. A cost benefit analysis for a proposed marina project was completed. Our conclusion was that the project was not economically feasible as presently structured. A second stage of this technical assistance project considered a variety of scenarios including a mixture of commercial and residential projects with private developer subsidies for the marina itself. (Hull has one of the highest unemployment rates in the region.)
- b) Chelsea. MAPC has completed an outline of a new economic strategy. The study recommended the designation of an economic development coordinator, creation of a local economic development corporation, creation of a well-designed industrial park, development of a campaign to attract high-value activities, and development of incubator and job training programs. (In 1984, the city of Chelsea lost five hundred jobs in three plant closings.)
- c) Framingham. MAPC gave assistance in locating an industrial facility based on a study of suitable sites.
- d) Red Line Extension Impact. MAPC has gathered data to document development related to the MBTA Red Line Extension through Cambridge, and changes in industrial, commercial and residential land values in areas adjacent to the new stations.
- e) Economic Impact of the Third Harbor Tunnel and Central Artery Depression Development. MAPC has written a grant proposal which would analyze the impact on development of the proposed Third Harbor Tunnel and Central Artery improvements. Surveys of community officials and chief executive officers of time-sensitive firms will supplement information gathered in MAPC's Site Survey Inventory. This project is contingent upon MAPC receiving outside funding.

- f) Economic Development Seminar. An all-day workshop will held for local officials and developers. Invited speakers will discuss various aspects of the development process.

MAPC staff not in the Development and Data Group have also undertaken a number of technical assistance projects having economic development implications or objectives. Among the most important of these were:

- a) MetroWest. A regional project review has been set up to mitigate development impact and encourage planning on a subregional basis. The Development and Data Management Group will provide economic development annalysis and forecasts. Allevation of the housing shortage will also be addressed.
- b) Route 128 Corridor Study. In its second year, the study will provide techniques for population, employment, and land use forecast disaggregated to traffic zone, and propose growth management and traffic mitigation measures. Maps and graphics will also be prepared.
- c) Route 9 Corridor Study, Phase II. MAPC is working with the Metrowest Committee to refine land use projections for the corridor and recommend growth management and non-transportation mitigation measures. A final report will be published.
- d) Growth Guidance and Management. This study will focus on growth mangement measures used by cities and towns and the Commonwealth, propose application of existing and innovative techniques to guide growth in accordance with metropolitan plans and policies and sound planning principles. Special emphasis will be placed on development along community borders and on major developments of regional significance.
- e) Child Care and the Workplace. This study will explore how the provision of child care at the workplace may help to alleviate rush hour traffic congestion. By eliminating an intermediate stop between the home and work of working mothers with young children, peak hour vehicle-miles can be curtailed.

VI. OEDP PROJECT LIST



OEDP Projects and Regional Priorities

The regional goals and policies are meaningless unless they are translated into reality through appropriate projects.

Twenty-six local communities submitted projects for OEDP consideration, as a prerequisite to apply for EDA financing. These projects were evaluated according to regional goals and policies, to establish regional priorities.

None of the projects appeared to conflict with regional goals and policies, but some of them merit special consideration because of their relevance for the achievement of goals and policies. They are indicated as high priority projects in the OEDP listing.

The criteria used to evaluate projects from a regional standpoint are as follows:

- 1) Create and Retain Employment: refers to the potential number of jobs to be generated by the project, and the kind of jobs created in relation to the economic transformation of the region.
- 2) Distressed neighborhood or depressed area, benefits an area which in the median household income is below 80% of the State average.
- 3) Regional Project, involves two or more cities and towns.
- 4) New Concept, promises new approach to development projects, which appear technically sound and socially desirable, such as the "joint development" concept which links transportation facilities and other economic activities through the use of "air rights".
- 5) Cost per job, considers the relationship between the capital invested and the number of jobs retained or generated by the project.
- 6) Leverage, generates private investment to complement the financing with Federal funds.

The projects listed below are divided into economic development projects which were judged to be of high priority, those projects of medium priority, and those projects for which information was insufficient to make any priority evaluation.

The following communities submitted for the 1986 OEDP.

Cities

Beverly
Boston
Cambridge
Everett
Gloucester
Lynn
Melrose
Newton
Peabody
Revere
Salem
Waltham
Woburn

Towns

Cohasset
Danvers
Duxbury
Framingham
Hanover
Hingham
Ipswich
Manchester
Milford
Needham
Reading
Rockport
Saugus
Scituate
Southborough
Watertown
Wilmington

SUMMARY LISTING OF PROJECTS

Project descriptions are provided by the person most familiar with economic development in his or her community, usually the OEDP representative. MAPC has not evaluated the reasonableness or accuracy of the project information provided below. Project descriptions can be found under the project number.

I. High Priority Projects

	<u>First OEDP Appearance</u>	<u>Project Number</u>
<u>Boston</u>		
Boston Local Development Corp.	1985	22
<u>Cambridge</u>		
Alewife Revitalization	1979	40
<u>Milford</u>		
Bear Hill Industrial Park	1983	100
<u>Needham</u>		
Highland Avenue/Needham Street	1983	122
<u>Newton</u>		
Needham Street/Highland Avenue	1983	130
<u>Scituate</u>		
Reconstruction of Town Pier	1980	160
<u>Wilmington</u>		
Water Storage Reservoir	1983	200
<u>Woburn</u>		
Horn Pond Mountain Reservoir Tank	1984	212

II. Medium Priority Projects

<u>Boston</u>		
Boston Marine Industrial Park	1983	20
Dutch Maid Bakery, Inc.	1985	24
Morgan Memorial	1985	25
M. Ableman Company	1985	26
<u>Brookline</u>		
Coolidge Corner Parking Facility	1980	30
Washington Square Parking Facility	1980	31
Highway Garage	1985	32
<u>Cambridge</u>		
Cambridge Center	1980	41
Central Square Revitalization	1980	42
East Cambridge Riverfront	1980	43
Cambridgeport Revitalization	1985	44
Mass. Avenue Corridor Development	1984	45
<u>Hanover</u>		
King Street Industrial Park	1983	71
<u>Holliston</u>		
East Holliston Traffic Improvements	1983	80
<u>Needham</u>		
Needham Center	1984	120
Sewage Station Rehabilitation	1984	121
<u>Quincy</u>		
Burgin Parkway Extension	1985	141

	<u>First OEDP Appearance</u>	<u>Project Number</u>
<u>Scituate</u>		
Front Street Restoration	1983	162
Cole Parkway Reconstruction	1983	163
<u>Waltham</u>		
Totten Pond Road	1983	180
Turner Street Reconstruction	1984	181
Stow/Main/Bear Hill Intersection	1983	182
Smith/Trapelo Intersection	1983	183
South Street Rail Crossing	1984	184
Lexington Street Reconstruction	1983	185
<u>Watertown</u>		
Galen Street Transit	1983	191
Mt. Auburn Parking Garage	1985	192
Baptist Walk Reconstruction	1983	193
<u>Wilmington</u>		
Water Treatment Plant	1983	201
<u>Woburn</u>		
Municipal Public Works Garage	1983	210
North Woburn Water Storage Facility	1983	213

III. Projects For Which No Priority Has Been Assigned

<u>Beverly</u>		
New Beverly/Salem Bridge	1985	1
<u>Boston</u>		
North Station (Title 1)	1983	13
Lower Washington Street (Title 1)	1985	14
Coastal Cement	1985	23
<u>Brookline</u>		
New Fire Station	1983	33
Water Line Improvements	1983	34
<u>Carlisle</u>		
Police Station	1985	50
School Expansion	1985	51
<u>Framingham</u>		
Sewerline Installation	1984	60
Public Works Garage	1984	61
Police/Fire Building	1984	62
Waterline Improvements	1984	63
<u>Gloucester</u>		
Blackburn Industrail Park Road	1985	65
<u>Hanover</u>		
Route 53 Reconstruction	1985	70
<u>Lincoln</u>		
Lewis Street Reconstruction	1985	90
<u>Marlborough</u>		
Williams St. Reconstruction	1985	93
<u>Melrose</u>		
Reconstruction of Tremont, Sylvan St.	1985	95

	<u>First OEDP Appearance</u>	<u>Project Number</u>
<u>Milton</u>		
E.Milton Expressway Deck	1985	110
<u>Needham</u>		
Town Hall Renovation	1985	123
<u>Newton</u>		
Riverside Station Redevelopment	1983	131
<u>Quincy</u>		
Ross Parking Deck	1985	140
<u>Revere</u>		
Wonderland Train Station Garage	1985	150
Ocean Avenue Reconstruction	1985	151
<u>Scituate</u>		
Reconstruct Bell Tower Cradles	1983	161
<u>Southborough</u>		
Firmin Avenue, Route 30	1985	170
Center Revitalization	1985	171
Marlboro, Framingham, Boston Roads	1984	172
<u>Watertown</u>		
Walnut Street Industrial Park	1983	190
<u>Woburn</u>		
Acquisition of Rail Road Land	1985	211



HIGH PRIORITY ECONOMIC DEVELOPMENT PROJECTS



CITY/TOWN: BOSTON

Project number: 22

PROJECT: Boston Local Development Corp.
Loaning funds to Boston based industrial and commercial enterprises.

Estimated Total Cost: \$500,000
Sources of Funding: Federal-To be determined
State -To be determined
Local -To be determined
Private-To be determined

Initiation and Completion Dates: 1984 ongoing

Agency Responsible: EDIC

Jobs Retained/Created:
Temporary-not applicable Permanent- 780

OEDP Goals: 5

Regional Priority: High. Job Creation, Depressed area, and Leverage.

Other Comments: This is a revolving loan fund that is used to stabilize and expand industrial and commercial activities.

CITY/TOWN: CAMBRIDGE

Project number: 40

PROJECT: Alewife Revitalization
Project involves revitalization of a 370 acre under-utilized industrial area into a new employment center with a mix of uses and densities (including office, retail, and hotel), new local streets and infrastructure, improved open space, new Red Line subway station and 2000 car parking garage with direct connections to regional highway system.

Estimated Total Cost: \$335,000,000
Sources of Funding: Federal-\$122,000,000
State -\$2,000,000
Local -\$1,000,000
Private-\$210,000,000

Initiation and Completion Dates: 1981 2000

Agency Responsible: Cambridge Comm. Dev. Dept

Jobs Retained/Created:
Temporary- 700 Permanent- 7500

OEDP Goals: 1,4,5,

Regional Priority: High, Employment Creation and Leverage

Other Comments: It is expected that this project will leverage a significant amount of private investment.

CITY/TOWN: MILFORD

Project number: 100

PROJECT: Bear Hill Industrial Park
Improve access to industrial park. Construction of an industrial road into town owned land; reconstruction of road for egress; reconstruction of access roads south of Route 109, west of I-495.

Estimated Total Cost: \$1,471,300

Sources of Funding: Federal-\$450,000

State -\$450,000

Local -\$200,000

Private-

Initiation and Completion Dates: 1984 1986

Agency Responsible: Milford Dept. of Planning

Jobs Retained/Created:

Temporary- 20

Permanent- 2000

OEDP Goals: 5,6

Regional Priority: High. Employment Creation.

Other Comments: Land adjacent to Route 495 is expected to be a prime area for new economic growth in the region.

CITY/TOWN: NEEDHAM

Project number: 122

PROJECT: Highland Avenue/Needham Street
Highland Avenue/Needham Street Transportation improvements will include widening of the road, improving a bridge, and building a new access road to Route 128.

Estimated Total Cost: \$10,000,000

Sources of Funding: Federal-\$9,000,000

State -\$1,000,000

Local -

Private-

Initiation and Completion Dates: 1984 1987

Agency Responsible: Ma. Dept. of Public Works

Jobs Retained/Created:

Temporary- 100

Permanent- 500

OEDP Goals: 5,6

Regional Priority: High. Regional Project with Newton.

Other Comments:

CITY/TOWN: NEWTON

Project number: 130

PROJECT: Needham Street/Highland Avenue
Industrial Area Revitalization includes roadway widening, bridge reconstruction, new frontage road, provision of northbound access (Rt. 128) to industrial area. The project will provide improved access to city's largest industrial area. Employment increases based on increased accessible square footage after construction.

Estimated Total Cost: \$2,310,000

Sources of Funding: Federal-To be determined

State -\$24,000

Local -To be determined

Private-To be determined

Initiation and Completion Dates: 1984 1988

Agency Responsible: Ma. Dept of Public Works

Jobs Retained/Created:

Temporary- 65

Permanent- 600

OEDP Goals: 5,6

Regional Priority: High- Joint Project with Needham

Other Comments: Needham Street in Newton and Highland Avenue in Needham constitutes a state-owned highway. Discussions underway to identify funding sources for design and construction phases. Ongoing.

CITY/TOWN: SCITUATE

Project number: 160

PROJECT: Reconstruction of Town Pier

This project will involve the expansion and repair of the fishing facilities.

Estimated Total Cost: \$1,200,000

Sources of Funding: Federal-To be determined

State -To be determined

Local -\$30,000

Private-To be determined

Initiation and Completion Dates: not available

Agency Responsible: Town of Scituate

Jobs Retained/Created:

Temporary-To be determined

Permanent-150

OEDP Goals: 5

Regional Priority: High, Job Creation.

Other Comments: The town will apply for a state grant as soon as the funds are available. The retention of this local facility for the fishing industry is basic to the local economy.

CITY/TOWN: WILMINGTON

Project number: 200

PROJECT: Water Storage Reservoir
Water Storage Reservoir Construction in North Wilmington. This is needed because 100 acres have been newly rezoned as industrial and the current system does not have enough pressure to meet likely demand.

Estimated Total Cost: \$1,750,000

Sources of Funding: Federal-\$1,500,000

State -

Local -

Private-\$250,000

Initiation and Completion Dates: 1986

not available

Agency Responsible: Town of Wilmington

Jobs Retained/Created:

Temporary- 18

Permanent- 2000

OEDP Goals: 5

Regional Priority: High. Job Creation.

Other Comments: This and the following project represent key components of the town's strategy to encourage new development and investment.

CITY/TOWN: WOBURN

Project number: 212

PROJECT: Horn Pond Mountain Reservoir Tank
Construct concrete water tank to replace open reservoir built in 1872. This is to improve storage of potable water and provide adequate fire flow prevention.

Estimated Total Cost: \$3,000,000

Sources of Funding: Federal-\$1,500,000

State -\$1,000,000

Local -\$500,000

Private-

Initiation and Completion Dates: 1987

1988

Agency Responsible: Woburn Public Works Dept.

Jobs Retained/Created:

Temporary- 30

Permanent- 2

OEDP Goals: 3,5

Regional Priority: High. Regional project.

Other Comments: Improvement of environmental growth potential.

MEDIUM PRIORITY ECONOMIC DEVELOPMENT PROJECTS

CITY/TOWN: BOSTON

Project number: 20

PROJECT: Boston Marine Industrial Park
BMIP Gateway Project- Market the few remaining parcels and building spaces and improve front entrance. It is part of the city's strategy to promote a downtown industrial park and retain industrial employment in the city.

Estimated Total Cost: \$26,000,000

Sources of Funding: Federal-To be determined
State -To be determined
Local -To be determined
Private-To be determined

Initiation and Completion Dates: 1974 ongoing

Agency Responsible: EDIC

Jobs Retained/Created:

Temporary-To be determined Permanent- 500

OEDP Goals: 5

Regional Priority: Medium.

Other Comments:

CITY/TOWN: BOSTON

Project number: 24

PROJECT: Dutch Maid Bakery, Inc.
Construct a 12,000 square foot one story facility at the Alsen-Mapes Industrial Park in Dorchester.

Estimated Total Cost: \$680,000

Sources of Funding: Federal-
State -
Local -\$230,000
Private-\$450,000

Initiation and Completion Dates: not available

Agency Responsible: EDIC and NDEA

Jobs Retained/Created:

Temporary- 0 Permanent- 26

OEDP Goals: 1,6

Regional Priority: Medium.

Other Comments:

CITY/TOWN: BOSTON

Project number: 25

PROJECT: Morgan Memorial

Construct a 130,000 square foot single story headquarters building on 6.23 acres of land purchased at the Crosstown Industrial Park.

Estimated Total Cost: \$6,000,000

Sources of Funding: Federal-

State -

Local -

Private-\$6,000,000

Initiation and Completion Dates: not available 7/87

Agency Responsible: EDIC

Jobs Retained/Created:

Temporary- 0

Permanent- 320

OEDP Goals: 1,6

Regional Priority: Medium.

Other Comments:

CITY/TOWN: BOSTON

Project number: 26

PROJECT: M. Ableman Company

Construct a 12,000 square foot building on 1.23 acres of Parcel 2 at the Crosstown Industrial Park.

Estimated Total Cost: \$350,000

Sources of Funding: Federal-

State -

Local -105,000

Private-245,000

Initiation and Completion Dates: 1986

1986

Agency Responsible: EDIC

Jobs Retained/Created:

Temporary- 0

Permanent- 43

OEDP Goals: 5,6

Regional Priority: Medium.

Other Comments:

CITY/TOWN: BROOKLINE

Project number: 30

PROJECT: Coolidge Corner Parking Facility
Construction of a two or three-level parking facility to provide 100-200 additional parking spaces for use by customers and merchants by day and residents by night.

Estimated Total Cost: \$2-3,000,000
Sources of Funding: Federal-To be determined Public/Private
State -To be determined partnership
Local -To be determined expected.
Private-To be determined

Initiation and Completion Dates: 1986 1990

Agency Responsible: Brookline Planning Dept.

Jobs Retained/Created:

Temporary- 40

Permanent--40

OEDP Goals: 1,6

Regional Priority: Medium.

Other Comments: Project area receiving "intensive care" under the Town's CARD plan. Proposed facility would help lure back customers to this congested area with insufficient parking.

CITY/TOWN: BROOKLINE

Project number: 31

PROJECT: Washington Square Parking Facility
Construction of a two-tier parking facility to provide 50-100 parking spaces for customers and merchants by day and for residents by night.

Estimated Total Cost: \$1,200,000
Sources of Funding: Federal-To be determined Public/private
State -To be determined partnership
Local -To be determined expected.
Private-To be determined

Initiation and Completion Dates: 1986 1991

Agency Responsible:

Jobs Retained/Created:

Temporary- 25

Permanent--20

OEDP Goals: 6

Regional Priority: Medium.

Other Comments: More parking is needed to draw customers back to this densely populated area, which has been designated as a CARD.

CITY/TOWN: BROOKLINE

Project number: 32

PROJECT: Highway Garage

Complete rebuilding of the Town Highway Garage, currently an antiquated, inefficient, and potentially hazardous facility.

Estimated Total Cost: \$5,790,000

Sources of Funding: Federal-
State -
Local -\$5,790,000
Private-

Initiation and Completion Dates: 1986 1991

Agency Responsible: Dept. of Public Works

Jobs Retained/Created:
Temporary- 50 Permanent- 10

OEDP Goals: 2

Regional Priority: Medium.

Other Comments: Upgrading of facility expected to have positive economic impact on its somewhat blighted residential and commercial neighborhood.

CITY/TOWN: CAMBRIDGE

Project number: 41

PROJECT: Cambridge Center

A 30 acre mixed development project on the Kendall Square urban renewal site. At full development the project will contain 420-770,000 square feet of industrial space; 830,000-1,200,000 square feet of office space; 75-150,000 square feet of retail space; up to 200 dwelling units and a 400 room hotel.

Estimated Total Cost: N/A

Sources of Funding: Federal-\$40,000,000
State -\$10,000,000
Local -To be determined.
Private-\$300,000,000

Initiation and Completion Dates: 1965 1990

Agency Responsible: Cambridge Redev. Auth.

Jobs Retained/Created:
Temporary- 2200 Permanent- 9000

OEDP Goals: 1,4,5

Regional Priority: Medium.

Other Comments: This development expects to leverage a significant amount of private investment.

CITY/TOWN: CAMBRIDGE

Project number: 42

PROJECT: Central Square Revitalization
Includes preparation and implementation of Business Development Plan designed to strengthen economic climate of central business district; renovation of Red Line subway station with related surface improvements; rehabilitation of commercial and residential buildings; construction of new office and retail space; and public works improvements and new housing.

Estimated Total Cost: \$34,030,000

Sources of Funding: Federal-\$7,200,00
State -\$1,800,000
Local -\$30,000
Private-\$25,000,000

Initiation and Completion Dates: 1984 1990

Agency Responsible: Camb. Comm. Dev. Dept.

Jobs Retained/Created:

Temporary- 300

Permanent- 2500

OEDP Goals: 1,4,5

Regional Priority: Medium.

Other Comments: This project will help to leverage a significant amount of private investment.

CITY/TOWN: CAMBRIDGE

Project number: 43

PROJECT: East Cambridge Riverfront
Project consists of series of public and private improvements in 60 acre Lechmere Triangle Area designed to revitalize former industrial zoned area. Improvements include: restoration of Lechmere Canal, construction of two parks; reconstruction of public roadways and 2 parking garages; new office, retail and hotel development; new arts center and pedestrian linkages to Green Line Station.

Estimated Total Cost: \$416,000,000

Sources of Funding: Federal-\$27,000,000
State -\$13,000,000
Local -\$6,000,000
Private-\$370,000,000

Initiation and Completion Dates: 1980 1990

Agency Responsible: Camb. Comm. Dev. Dept.

Jobs Retained/Created:

Temporary- 600

Permanent- 5900

OEDP Goals: 5,6

Regional Priority: Medium.

Other Comments: This project is expected to leverage a significant amount of private investment.

CITY/TOWN: CAMBRIDGE

Project number: 44

PROJECT: Cambridgeport Revitalization
Implementation of comprehensive plan for revitalization of the Cambridgeport Industrial area. The plan strives to encourage an orderly positive development of presently underutilized 160 acre industrially zoned area between MIT and a residential neighborhood. Project involves substantial mixed-use development and major infrastructure improvements.

Estimated Total Cost: N/A

Sources of Funding: Federal-To be determined
State -\$400,000 (DPW)
Local -To be determined
Private-\$200,000,000

Initiation and Completion Dates: 1984 2000

Agency Responsible: Camb. Comm. Dev. Dept.

Jobs Retained/Created:

Temporary- 500 Permanent- 5000

OEDP Goals: 5

Regional Priority: Medium.

Other Comments: This project is in the initial stage. Public Works Funds are being spent on the reconstruction of roadways to reinforce the existing infrastructure. It is expected that this project will leverage significant private investment.

CITY/TOWN: CAMBRIDGE

Project number: 45

PROJECT: Mass. Avenue Corridor Development
Project involves public/private efforts to revitalize City's primary commercial artery. Efforts include multiple uses such as office, retail and housing. Improvements include roadway reconstruction, public amenities and private investment. Efforts will focus on Harvard Square, Porter Square and under-utilized and vacant parcels. (Please see comments below).

Estimated Total Cost: n/a

Sources of Funding: Federal-To be determined
State -To be determined
Local -To be determined
Private-\$146,000,000

Initiation and Completion Dates: 1984 2000

Agency Responsible: Camb. Comm. Dev. Dept.

Jobs Retained/Created:

Temporary- 2000 Permanent- 1000

OEDP Goals: 1,4

Regional Priority: Medium.

Other Comments: This development project is expected to leverage significant private investment.

CITY/TOWN: HANOVER

Project number: 71

PROJECT: King Street Industrial Park
General revitalization and enlargement of existing water supply.

Estimated Total Cost: \$607,000

Sources of Funding: Federal-To be determined
State -To be determined
Local -To be determined
Private-To be determined

Initiation and Completion Dates: not available

Agency Responsible: Town of Hanover

Jobs Retained/Created:

Temporary- 25

Permanent- 60

OEDP Goals: 5

Regional Priority: Medium.

Other Comments:

CITY/TOWN: HOLLISTON

Project number: 80

PROJECT: East Holliston Traffic Improvements
Create improved signalization and traffic flow at major intersection of Routes 16 and 126 and Curve Street, and improve access/egress for parking area serving approximately 20 commercial enterprises at the intersection.

Estimated Total Cost: \$230,000

Sources of Funding: Federal-\$100,000
State -\$100,000
Local -\$30,000
Private-

Initiation and Completion Dates: 1987 1987

Agency Responsible: Board of Selectmen

Jobs Retained/Created:

Temporary- 10

Permanent- 75

OEDP Goals: 5

Regional Priority: Medium.

Other Comments: The need for the project has been cited in two independent studies by a private engineering firm and by MAPC. There has been recent heavy development in the area, and another industrial Park is under construction nearby.

CITY/TOWN: NEEDHAM

Project number: 120

PROJECT: Needham Center

Needham Center parking and traffic improvements needed to retain and attract new economic activities by providing better access to the commercial and services center of town.

Estimated Total Cost: \$2,000,000

Sources of Funding: Federal-\$1,000,000

State -\$870,000

Local -\$100,000

Private-\$30,000

Initiation and Completion Dates: 1987

1988

Agency Responsible: NPWD, MDPW

Jobs Retained/Created:

Temporary- 20

Permanent- 200

OEDP Goals: 6

Regional Priority: Medium

Other Comments: EDA assistance will be needed in order to ensure the continued economic viability of commercial and service centers.

CITY/TOWN: NEEDHAM

Project number: 121

PROJECT: Sewage Station Rehabilitation

Mechanical rehabilitation of West Street and Needham Heights (Reservoir and Kendrick Streets) sewage pumping stations.

Present facilities are inadequate to meet increasing pressure of development in the Rte. 128 area. Two stations need rehabilitation and expansion to allow future industrial and office development.

Estimated Total Cost: \$1,000,000

Sources of Funding: Federal-\$90,000

State -\$70,000

Local -\$30,000

Private-

Initiation and Completion Dates: 1986

1987

Agency Responsible: Needham Public Works Dept

Jobs Retained/Created:

Temporary- 20

Permanent- 1000

OEDP Goals: 5,6

Regional Priority: Medium.

Other Comments:

CITY/TOWN: QUINCY

Project number: 141

PROJECT: Burgin Parkway Extension
Design and construction of a 1.2 mile parkway linking the City of Quincy's downtown Central Business District with Route 3 and Route 128.

Estimated Total Cost: \$13,000,000

Sources of Funding: Federal-\$13,000,000

State -

Local -

Private-

Initiation and Completion Dates: 1984 1985

Agency Responsible: Quincy Pl. Dept., (FHWA)

Jobs Retained/Created:

Temporary-To be determined

OEDP Goals:

Regional Priority: Medium.

Other Comments: Being the major connector to the city from routes 128 and 3, the Burgin Parkway Extension is expected to escalate the pace of the economic prosperity throughout the city, and particularly in the downtown commercial and business district.

CITY/TOWN: SCITUATE

Project number: 162

PROJECT: Front Street Restoration
Roadway improvements in the harbor and business district area to support the restoration of the central business district.

Estimated Total Cost: \$3,200,000

Sources of Funding: Federal-\$2,250,000

State -\$750,000

Local -

Private-

Initiation and Completion Dates: not available

Agency Responsible: Town of Scituate

Jobs Retained/Created:

Temporary- 20

Permanent- 75

OEDP Goals: 5

Regional Priority: Medium.

Other Comments: Engineering study of project is complete.

CITY/TOWN: SCITUATE

Project number: 163

PROJECT: Cole Parkway Reconstruction
Redesign and reconstruction of Cole Parkway.

Estimated Total Cost: \$525,000

Sources of Funding: Federal-
State -\$367,500
Local -\$157,500
Private-

Initiation and Completion Dates: not available

Agency Responsible: Town of Scituate

Jobs Retained/Created:

Temporary- 40

Permanent- 60

OEDP Goals: 5

Regional Priority: Medium.

Other Comments: Part of the overall economic redevelopment of the
Central Business District.

CITY/TOWN: WALTHAM

Project number: 180

PROJECT: Totten Pond Road
Totten Pond Road/ Lexington Street intersection improvement,
geometric improvements, signal installation to serve an
industrial area which could provide large scale development
opportunities.

Estimated Total Cost: \$750,000

Sources of Funding: Federal-\$750,000
State -
Local -
Private-

Initiation and Completion Dates: 1984

1984

Agency Responsible: City of Waltham

Jobs Retained/Created:

Temporary- 15

OEDP Goals: 6

Regional Priority: Medium.

Other Comments:

CITY/TOWN: WALTHAM

Project number: 181

PROJECT: Turner Street Reconstruction
Complete, including new water main.

Estimated Total Cost: \$110,000

Sources of Funding: Federal-\$110,000

State -

Local -

Private-

Initiation and Completion Dates: not available

Agency Responsible: City of Waltham

Jobs Retained/Created:

Temporary- 18

OEDP Goals: 3,6

Regional Priority: Medium.

Other Comments: Nearby Communities will benefit from increased
job opportunities.

CITY/TOWN: WALTHAM

Project number: 182

PROJECT: Stow/Main/Bear Hill Intersection
Intersection improvements including geometric improvements,
signalization activities to alleviate traffic crisis in an
industrialized area of the city.

Estimated Total Cost: \$900,000

Sources of Funding: Federal-\$900,000

State -

Local -

Private-

Initiation and Completion Dates: not available

Agency Responsible: City of Waltham

Jobs Retained/Created:

Temporary- 16

OEDP Goals: 6

Regional Priority: Medium.

Other Comments:

CITY/TOWN: WALTHAM

Project number: 183

PROJECT: Smith/Trapelo Intersection
Geometric improvements and signalization work (Includes
Smith/Wyman/Lincoln improvements).

Estimated Total Cost: \$600,000

Sources of Funding: Federal-\$600,000

State -

Local -

Private-

Initiation and Completion Dates: not available

Agency Responsible: City of Waltham

Jobs Retained/Created:

Temporary- 15

OEDP Goals: 6

Regional Priority: Medium.

Other Comments:

CITY/TOWN: WALTHAM

Project number: 184

PROJECT: South Street Rail Crossing
Reconstruction of passenger stop and signal system to improve
traffic flow and safety.

Estimated Total Cost: \$200,000

Sources of Funding: Federal-\$200,000

State -

Local -

Private-

Initiation and Completion Dates: not available

Agency Responsible: City of Waltham

Jobs Retained/Created:

Temporary- 15

OEDP Goals: 6

Regional Priority: Medium.

Other Comments:

CITY/TOWN: WALTHAM

Project number: 185

PROJECT: Lexington Street Reconstruction
Reconstruction between Piety Corner to Lexington line.

Estimated Total Cost: \$1,500,000

Sources of Funding: Federal-\$1,500,000

State -

Local -

Private-

Initiation and Completion Dates: not available

Agency Responsible: City of Waltham

Jobs Retained/Created:

Temporary- 30

OEDP Goals: 6

Regional Priority: Medium.

Other Comments:

CITY/TOWN: WATERTOWN

Project number: 191

PROJECT: Galen Street Transit
Gallen Street Transit Terminal Reconstruction. Reconstruction
of MBTA transit station and streetscape improvements.

Estimated Total Cost: \$782,000

Sources of Funding: Federal-To be determined

State -To be determined

Local -To be determined

Private-To be determined

Initiation and Completion Dates: 1984

not available

Agency Responsible: Town of Watertown

Jobs Retained/Created:

Temporary- 45

Permanent- 30

OEDP Goals: 6

Regional Priority: Medium

Other Comments: The site is presently used as a repair facility by
the MBTA. Current plans are for a joint development project.

CITY/TOWN: WATERTOWN

Project number: 192

PROJECT: Mt. Auburn Parking Garage
300 space parking garage which will be part of a major office/
retail space development.

Estimated Total Cost: \$3,565,000

Sources of Funding: Federal-To be determined
State -To be determined
Local -To be determined
Private-To be determined

Initiation and Completion Dates: not available

Agency Responsible: Town of Watertown

Jobs Retained/Created:

Temporary- 104

Permanent- 620

OEDP Goals: 5,6

Regional Priority: Medium.

Other Comments:

CITY/TOWN: WATERTOWN

Project number: 193

PROJECT: Baptist Walk Reconstruction
Resurfacing, sidewalk, crosswalk, and trees. Parking spots.

Estimated Total Cost: \$97,750

Sources of Funding: Federal-To be determined
State -To be determined
Local -To be determined
Private-To be determined

Initiation and Completion Dates: 1984

not available

Agency Responsible: Town of Watertown

Jobs Retained/Created:

Temporary- 11

OEDP Goals: 6

Regional Priority: Medium.

Other Comments: Developed concept plan.

CITY/TOWN: WILMINGTON

Project number: 201

PROJECT: Water Treatment Plant

There are numerous wells in the area and the water quality issue is vital to the retention of local industry.

Estimated Total Cost: \$7,000,000

Sources of Funding: Federal-\$3,000,000

State -\$3,000,000

Local -\$1,000,000

Private-

Initiation and Completion Dates: 1987

not available

Agency Responsible: Town of Wilmington

Jobs Retained/Created:

Temporary- 40

OEDP Goals: 3

Regional Priority: Medium.

Other Comments: This project represents a key component of the towns strategy to encourage new development and investment.

CITY/TOWN: WOBURN

Project number: 210

PROJECT: Municipal Public Works Garage

Demolition and reconstruction of DPW Garage for improved service, energy conservation, and design improvements.

Estimated Total Cost: \$4,000,000

Sources of Funding: Federal-\$2,000,000

State -\$1,000,000

Local -\$1,000,000

Private-

Initiation and Completion Dates: 1986

1987

Agency Responsible: Woburn Public Works Dept.

Jobs Retained/Created:

Temporary- 30

Permanent- 10

OEDP Goals:

Regional Priority: Medium.

Other Comments:

CITY/TOWN: WOBURN

Project number: 213

PROJECT: North Woburn Water Storage Facility
Land Acquisition and construction of 3 million gallon water storage tank and water distribution system.

Estimated Total Cost: \$4,000,000

Sources of Funding: Federal-\$2,000,000

State -\$1,500,000

Local -\$500,000

Private-

Initiation and Completion Dates: 1987 1988

Agency Responsible: Woburn Public Works Dept.

Jobs Retained/Created:

Temporary- 30

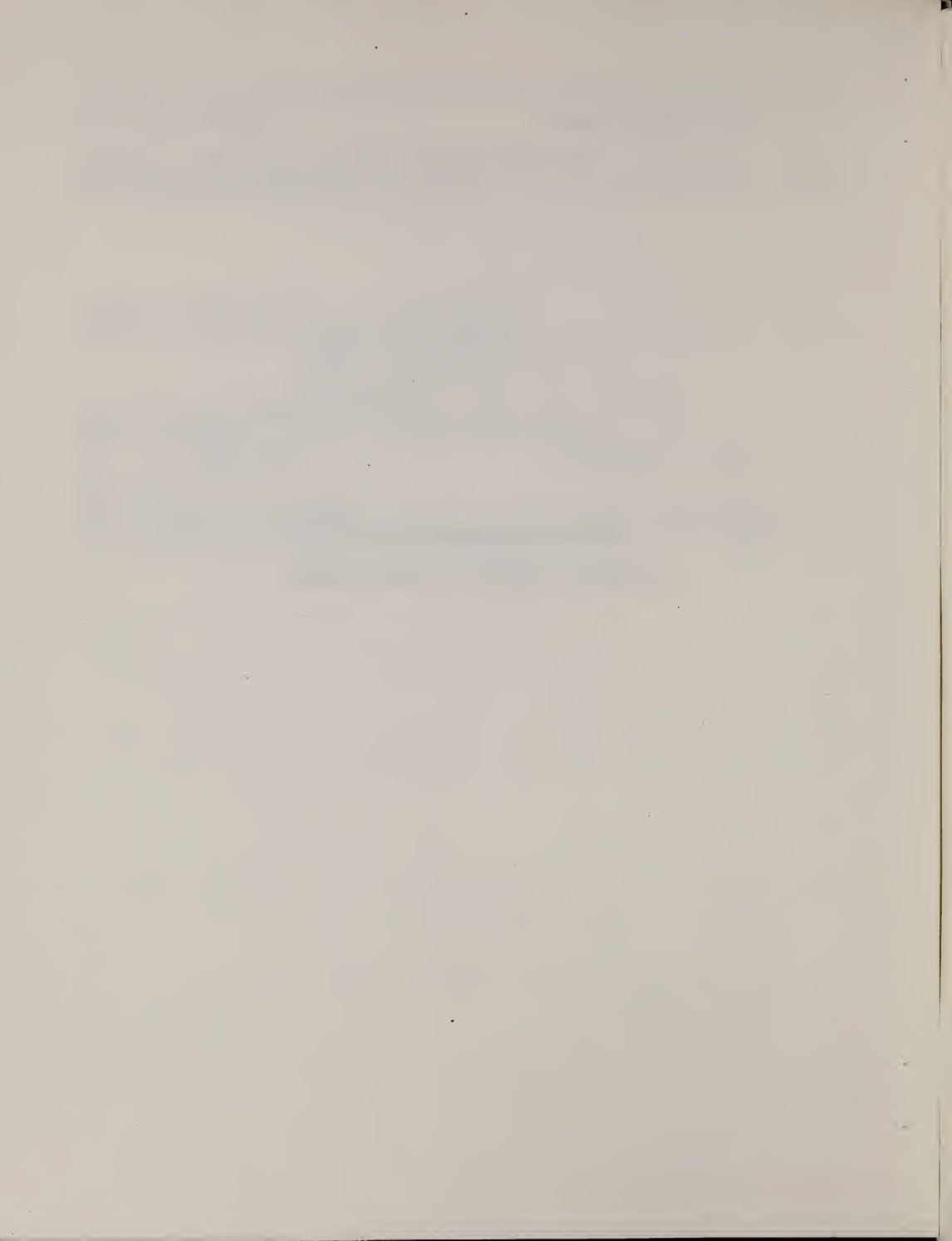
Permanent- 2

OEDP Goals: 3

Regional Priority: Medium.

Other Comments: Expanded storage of potable water for service to underdeveloped industrially zoned land.

ECONOMIC DEVELOPMENT PROJECTS
FOR WHICH NO PRIORITY HAS BEEN ASSIGNED



CITY/TOWN: BEVERLY

Project number: 1

PROJECT: New Beverly/Salem Bridge
Replace existing Route 1-A drawbridge with new elevated bridge and approaches.

Estimated Total Cost: \$80,000,000

Sources of Funding: Federal-\$60,000,000

State -\$20,000,000

Local -

Private-

Initiation and Completion Dates: 1985 1990

Agency Responsible: Mass. DPW

Jobs Retained/Created:

Temporary-n/a

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: BOSTON

Project number: 13

PROJECT: North Station (Title I)
Bullfinch Triangle CARD, upgrading of streets, utilities, and public amenities in order to promote a new development in a declining area.

Estimated Total Cost: \$610,000,000

Sources of Funding: Federal-\$750,000 (Phase I)

State -To be determined

Local -\$31,000,000

Private-\$400,000,000

Initiation and Completion Dates: 1981 1996

Agency Responsible: BRA

Jobs Retained/Created:

Temporary-To be determined

Permanent-To be determined

OEDP Goals: 1,5

Regional Priority: No priority given due to lack of information.

Other Comments:

CITY/TOWN: BOSTON

Project number: 14

PROJECT: Lower Washington Street (Title I)
Public improvements which are part of the city's strategy to open
four prime parcels to mixed use development in the downtown area.
This is also a CARD district.

Estimated Total Cost: \$35,000,000

Sources of Funding: Federal-\$1,000,000

State -To be determined

Local -To be determined

Private-To be detrermined

Initiation and Completion Dates: 1985

not available

Agency Responsible: BRA

Jobs Retained/Created:

Temporary-lavor intensive

Permanent-n/a

OEDP Goals: 1,5,6

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: BOSTON

Project number: 23

PROJECT: Coastal Cement
Construct and operate state-of-the-art cement storage,
distribution, and packaging facility on 81,000 square feet
of land at the former Boston Army Base.

Estimated Total Cost: \$7,000,000

Sources of Funding: Federal-

State -

Local -

Private-7,000,000

Initiation and Completion Dates: 1985

1986

Agency Responsible: EDIC

Jobs Retained/Created:

Temporary- 0

Permanent- 20

OEDP Goals: 6

Regional Priority: No priority assigned.

Other Comments:

CITY/TOWN: BROOKLINE

Project number: 33

PROJECT: New Fire Station

Complete refurbishing and enlargement of fire station (original construction in 1871), combining functions of two stations into one modern centralized operation.

Estimated Total Cost: \$2,720,000

Sources of Funding: Federal-
State -
Local -\$2,720,000
Private-

Initiation and Completion Dates: 1987 1990

Agency Responsible: Fire Station

Jobs Retained/Created:

Temporary- 50 Permanent- 50

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments: New facility will free up one station (16,000 Sq. feet) for adaptive reuse, possibly as office or commercial space, thereby generating estimated sales revenues of \$550,000-650,000 and annual tax revenues of approx. \$20,000-25,000.

CITY/TOWN: BROOKLINE

Project number: 34

PROJECT: Water Line Improvements

Reconstruction of existing water lines to rejuvenate existing mains, reduce operating costs, and provide clean water.

Estimated Total Cost: \$9,000,000

Sources of Funding: Federal-
State -
Local -\$9,000,000
Private-

Initiation and Completion Dates: 1987 1994

Agency Responsible: Brookline DPW

Jobs Retained/Created:

Temporary- 60

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: CARLISLE

Project number: 50

PROJECT: Police Station

New Police and communications building with 2 cells and garage.

Estimated Total Cost: \$600,000

Sources of Funding: Federal-

State -

Local -\$600,000

Private-

Initiation and Completion Dates: 1986

1986

Agency Responsible: Carlisle Building Comm.

Jobs Retained/Created:

Temporary-To be determined

OEDP Goals:

Regional Priority: No priority assigned due to lack of information

Other Comments:

CITY/TOWN: CARLISLE

Project number: 51

PROJECT: School Expansion

Conversions and new construction to add two classrooms, new gym, new auditorium, new cafeteria, parking; move and reconstruct tennis courts; add play area.

Estimated Total Cost: \$7,100,000

Sources of Funding: Federal-

State -\$4,970,000

Local -\$2,130,000

Private-

Initiation and Completion Dates: 1986

1986

Agency Responsible: School Building Committee

Jobs Retained/Created:

Temporary-To be determined

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: FRAMINGHAM

Project number: 60

PROJECT: Sewerline Installation

Sewerline installation from Bates Rd. to Eames St. is designed to assist additional development in an already industrialized area of Framingham.

Estimated Total Cost: \$1,000,000

Sources of Funding: Federal-To be determined
State -To be determined
Local -To be determined
Private-To be determined

Initiation and Completion Dates: not available

Agency Responsible: Board of Public Works

Jobs Retained/Created:

Temporary-To be determined Permanent-To be determined

OEDP Goals: 1,3

Regional Priority: No priority assigned due to lack of information.

Other Comments: It is expected that this sewerline installation will contribute significantly to new investment and economic growth in this area.

CITY/TOWN: FRAMINGHAM

Project number: 61

PROJECT: Public Works Garage

Design: Test Borings.

Estimated Total Cost: \$455,000

Sources of Funding: Federal-To be determined
State -To be determined
Local -To be determined
Private-To be determined

Initiation and Completion Dates: not available

Agency Responsible: Board of Public Works

Jobs Retained/Created:

Temporary-To be determined Permanent-To be determined

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: FRAMINGHAM

Project number: 62

PROJECT: Police/Fire Building

Estimated Total Cost: \$2,500,000

Sources of Funding: Federal-To be determined

State -To be determined

Local -To be determined

Private-To be determined

Initiation and Completion Dates: not available

Agency Responsible: Board of Selectmen

Jobs Retained/Created:

Temporary-To be determined

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: FRAMINGHAM

Project number: 63

PROJECT: Waterline Improvements

Waterline Improvements to be done from Saxonville to downtown Framingham.

Estimated Total Cost: \$2,000,000

Sources of Funding: Federal-To be determined

State -To be determined

Local -To be determined

Private-To be determined

Initiation and Completion Dates: not available

Agency Responsible: Board of Public Works

Jobs Retained/Created:

Temporary-n/a

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: GLOUCESTER

Project number: 65

PROJECT: Blackburn Industrial Park Road
Expansion of the road in an existing, fully-occupied industrial park needed to open up new industrial park sites to meet increased demand.

Estimated Total Cost: \$1,000,000

Sources of Funding: Federal-
State -
Local -\$1,000,000
Private-

Initiation and Completion Dates: ASAP not available

Agency Responsible: Gloucester Red. Auth.

Jobs Retained/Created:
Temporary-n/a Permanent-n/a

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: HANOVER

Project number: 70

PROJECT: Route 53 Reconstruction
Reconstruction of Route 53, a roadway experiencing the effects of rapid commercial development. Work involves widening a mall access road and adding traffic signals to better accommodate increasing traffic flow.

Estimated Total Cost: \$5,400,000

Sources of Funding: Federal-\$2,500,000
State -\$2,500,000
Local -\$400,000 (design)
Private-Donated Right-of-Way

Initiation and Completion Dates: 1985 1990

Agency Responsible: Brd.of Selectmen,Mass.DPW

Jobs Retained/Created:
Temporary-n/a Permanent-n/a

OEDP Goals:

Regional Priority: No priority assigned due to lack of information

Other Comments: Project necessary to allow for continued growth and to protect the existing retail and office development which may be threatened by traffic congestion.

CITY/TOWN: LINCOLN

Project number: 90

PROJECT: Lewis Street Reconstruction
Improve access to commercial properties along Lewis Street; Improve roadway drainage; resurface entire road.

Estimated Total Cost: \$50,000,

Sources of Funding: Federal-
State -\$37,500
Local -\$12,500
Private-

Initiation and Completion Dates: 1986

1986

Agency Responsible: Lincoln DPW.

Jobs Retained/Created:

Temporary-N/A

Permanent-N/A

OEDP Goals:

Regional Priority: No priority given due to lack of information.

Other Comments:

CITY/TOWN: MARLBOROUGH

Project number: 93

PROJECT: Williams St. Reconstruction
Widening, reconstruction, and installation of appurtenant utilities in Williams St. between Forest St. and the Southborough Town line, a distance of approximately 4700 linear feet.

Estimated Total Cost: \$1,100,000

Sources of Funding: Federal-To be determined
State -To be determined
Local -To be determined
Private-To be determined

Initiation and Completion Dates: not available

Agency Responsible: Community Dev. Authority

Jobs Retained/Created:

Temporary-not available

Permanent-not available

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments: The reconstruction of this roadway and extension of utilities would enhance the development of large tracts of limited industrial land along this portion of Williams Street.

CITY/TOWN: MELROSE

Project number: 95

PROJECT: Reconstruction of Tremont, Sylvan St

Total Reconstruction of Tremont and Sylvan Streets under Urban Systems Program.

Estimated Total Cost: \$2,000,000

Sources of Funding: Federal-\$1,500,000

State -\$500,000

Local -

Private-

Initiation and Completion Dates: 1985

1986

Agency Responsible: Mass. DPW

Jobs Retained/Created:

Temporary-n/a

Permanent-n/a

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: MILTON

Project number: 110

PROJECT: E. Milton Expressway Deck

Creation of a Town Square with adjacent office buildings and improved traffic network on the deck over the expressway (1200 feet long) at E. Milton Square.

Estimated Total Cost: \$12,000,000

Sources of Funding: Federal-\$3,400,000

State -\$100,000

Local -

Private-\$8,500,000

Initiation and Completion Dates: not available

Agency Responsible: Planning Dept., Env. Comm.

Jobs Retained/Created:

Temporary-n/a

Permanent-n/a

OEDP Goals: 6

Regional Priority: No priority given due to lack of information.

Other Comments:

CITY/TOWN: NEEDHAM

Project number: 123

PROJECT: Town Hall Renovation.

Estimated Total Cost: \$2,000,000

Sources of Funding: Federal-\$1,000,000

State -\$500,000

Local -\$500,000

Private-

Initiation and Completion Dates: not available

Agency Responsible: Town of Needham

Jobs Retained/Created:

Temporary- 20

OEDP Goals: 5

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: NEWTON

Project number: 131

PROJECT: Riverside Station Redevelopment

22 acre MBTA owned site on Grove Street, Newton (immediately east of Rte. 128)-- to provide public improvements to leverage major private investment. It will help to create a new office park and promote a mixed-use development site.

Estimated Total Cost: n/a

Sources of Funding: Federal-To be determined

State -To be determined

Local -To be determined

Private-To be determined

Initiation and Completion Dates: not available not available

Agency Responsible: City of Newton, MBTA

Jobs Retained/Created:

Temporary-To be determined

Permanent-To be determined

OEDP Goals: 5,6

Regional Priority: No priority assigned due to lack of information.

Other Comments: This is slated to be a joint development site.

Planning is in the preliminary stage. Therefore, neither funds nor the specifics of the project have been identified yet.

CITY/TOWN: QUINCY

Project number: 140

PROJECT: Ross Parking Deck
Construction of a single level parking facility located in the
Downtown Central Business District to create 220 additional spaces
which will address the parking needs of the new retail outlets and
mall currently being developed in the downtown area.

Estimated Total Cost: \$1,100,000

Sources of Funding: Federal-\$60,000
State -\$1,040,000
Local -
Private-

Initiation and Completion Dates: 1985 1986

Agency Responsible: Pl.Dept.,Off St. Park.Pr.

Jobs Retained/Created:

Temporary-To be determined Permanent-n/a

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: REVERE

Project number: 150

PROJECT: Wonderland Train Station Garage
Construction of a 1200-2000 vehicle parking facility at Wonderland
Blue Line terminus to provide dual purpose transit and beach patron
use.

Estimated Total Cost: \$30,000,000

Sources of Funding: Federal-To be determined
State -To be determined
Local -To be determined
Private-To be determined

Initiation and Completion Dates: not available

Agency Responsible: MBTA &/or Revere,Pr. Dev.

Jobs Retained/Created:

Temporary-To be determined Permanent-To be determined

OEDP Goals:

Regional Priority: No priority given due to lack of information.

Other Comments: Parking facility would allow development of
"North Lot" in Revere Beach project area. Presently used by
MBTA and Beach users.

CITY/TOWN: REVERE

Project number: 151

PROJECT: Ocean Avenue Reconstruction
Full depth reconstruction of Ocean Avenue including signalization,
landscaping and installation of planted median divider.

Estimated Total Cost: \$1-1,500,000

Sources of Funding: Federal-To be determined
State -To be determined
Local -To be determined
Private-

Initiation and Completion Dates: 1986 1988
Agency Responsible: Dept. of Pl. & Comm. Dev.

Jobs Retained/Created: Permanent-n/a
Temporary-n/a

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.
Other Comments: Project will enhance approximately \$100 million
in commercial/retail residential development now underway at
Revere Beach and may serve to attract additional mixed use
development.

CITY/TOWN: SCITUATE

Project number: 161

PROJECT: Reconstruct Bell Tower Cradles
Reconditioning Bell Tower Cradles at Lawson Tower. The wooden
cradles have decomposed.

Estimated Total Cost: N/A

Sources of Funding: Federal-To be determined
State -To be determined
Local -\$135,000
Private-To be determined

Initiation and Completion Dates: not available

Agency Responsible: Town of Scituate

Jobs Retained/Created: Permanent-n/a
Temporary-n/a

OEDP Goals: 1

Regional Priority: No priority assigned due to lack of information.
Other Comments: It is a prime tourism draw for the county bringing
positive economic spin-offs for the area.

CITY/TOWN: SOUTHBOROUGH

Project number: 170

PROJECT: Firmin Avenue, Route 30
Redesign intersection and install traffic lights.

Estimated Total Cost: \$380,000

Sources of Funding: Federal-\$350,000

State -

Local -

Private-\$30,000

Initiation and Completion Dates: not available

Agency Responsible: Mass. DPW

Jobs Retained/Created:

Temporary- 50

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: SOUTHBOROUGH

Project number: 171

PROJECT: Center Revitalization
Redesign intersection, build sidewalks and install various
amenities.

Estimated Total Cost: \$4,000,000

Sources of Funding: Federal-To be determined

State -To be determined

Local -To be determined

Private-To be determined

Initiation and Completion Dates: not available

Agency Responsible: Mass. DPW

Jobs Retained/Created:

Temporary- 200

Permanent- 12

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: SOUTHBOROUGH

Project number: 172

PROJECT: Marlboro, Framingham, Boston Roads
Redesign intersection, install traffic lights and other traffic
control devices.

Estimated Total Cost: \$1,000,000

Sources of Funding: Federal-\$1,000,000

State -

Local -

Private-

Initiation and Completion Dates: not available

Agency Responsible: Mass. DPW

Jobs Retained/Created:

Temporary- 50

OEDP Goals:

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: WATERTOWN

Project number: 190

PROJECT: Walnut Street Industrial Park
Walnut Street Industrial Park Access Road. The road is need-
ed to provide access to underutilized facilities in a less
developed section of the park which currently only has access
through a local street.

Estimated Total Cost: \$600,000

Sources of Funding: Federal-To be determined

State -To be determined

Local -To be determined

Private-To be determined

Initiation and Completion Dates: not available

Agency Responsible: Town of Watertown

Jobs Retained/Created:

Temporary- 32

Permanent- 132

OEDP Goals: 5

Regional Priority: No priority assigned due to lack of information.

Other Comments:

CITY/TOWN: WOBURN

Project number: 211

PROJECT: Acquisition of Rail Road Land
Acquisition of abandoned railroad land from city line to municipal center. Undeveloped land in commercial/industrial zoned area off the center of the City.

Estimated Total Cost: \$400,000

Sources of Funding: Federal-\$200,000

State -\$100,000

Local -\$100,000

Private-

Initiation and Completion Dates: 1986 1986

Agency Responsible: Community Develop. Office

Jobs Retained/Created:

Temporary- 30

Permanent- 100

OEDP Goals: 5

Regional Priority: No priority given due to lack of information.

Other Comments: Land located in center City and within commercial zones for immediate development potential.

APPENDIX

PER CAPITA INCOME TRENDS
FOR MAFC COMMUNITIES

CITY OR TOWN	1979	1981	1983	PERCENT CHANGE 1979-1983
<hr/>				
ACTON	\$10,522	\$13,204	\$15,774	50
ARLINGTON	8,890	11,230	13,125	48
ASHLAND	8,776	11,511	13,436	53
BEDFORD	9,134	11,358	13,354	46
BELLINGHAM	6,684	8,222	9,468	42
BELMONT	11,107	13,601	16,370	47
BEVERLY	8,078	9,838	11,745	45
BOLTON	9,544	12,042	14,573	53
BOSTON	6,555	7,881	9,100	39
BOXBOROUGH	10,894	13,964	16,602	52
BRAINTREE	7,968	9,705	11,412	43
BROOKLINE	11,504	14,156	16,527	44
BURLINGTON	8,401	10,518	12,328	47
CAMBRIDGE	7,957	9,718	11,403	43
CANTON	8,816	10,822	12,397	41
CARLISLE	12,785	15,994	20,100	57
CHELSEA	5,389	6,432	7,228	34
COHASSET	12,745	15,406	18,497	45
CONCORD	12,176	15,070	18,450	52
DANVERS	8,049	9,971	11,606	44
DEDHAM	8,454	10,545	12,273	45
DOVER	15,604	18,895	23,920	53
DUXBURY	10,102	12,197	14,454	43
ESSEX	7,264	8,973	10,105	39
EVERETT	6,520	8,068	9,256	42
FOXBOROUGH	8,060	9,769	11,181	39
FRAMINGHAM	9,137	11,260	13,122	44
FRANKLIN	6,831	8,424	9,985	46
GLOUCESTER	7,602	9,052	10,270	35
HAMILTON	9,415	11,284	12,845	36
HANOVER	7,568	9,291	10,845	43
HINGHAM	9,949	12,057	14,614	47
HOLBROOK	6,817	8,238	9,526	40
HOLLISTON	8,417	10,388	11,913	42
HOPKINTON	8,527	10,800	12,514	47
HUDSON	7,456	9,257	10,990	47
HULL	6,270	7,748	9,049	44
IPSWICH	8,175	10,227	11,740	44
LEXINGTON	12,131	14,845	17,431	44
LINCOLN	12,975	16,000	19,401	50
LITTLETON	8,333	10,515	12,509	50
LYNN	6,487	7,947	9,022	39
LYNNFIELD	11,638	13,992	16,727	44
MALDEN	7,165	8,951	10,388	45
MANCHESTER	12,032	15,147	17,395	45
MARBLEHEAD	11,619	14,122	16,666	43

PER CAPITA INCOME TRENDS
FOR MAPC COMMUNITIES

CITY OR TOWN	PERCENT CHANGE			
	1979	1981	1983	1979-1983
MARLBOROUGH	\$7,679	\$9,563	\$11,294	47
MARSHFIELD	7,961	9,728	11,440	44
MAYNARD	7,614	9,597	11,432	50
MEDFIELD	9,750	12,198	14,458	48
MEDFORD	7,130	8,855	10,295	44
MEDWAY	7,436	9,139	10,895	47
MELROSE	8,294	10,251	12,001	45
MIDDLETON	7,912	9,800	11,523	46
MILFORD	7,124	8,689	9,912	39
MILLIS	8,118	9,944	11,826	46
MILTON	9,640	11,831	13,881	44
NAHANT	10,357	12,609	14,593	41
NATICK	8,948	11,273	13,445	50
NEEDHAM	11,580	14,234	16,846	45
NEWTON	11,609	14,235	16,996	46
NORFOLK	7,368	9,126	10,955	49
NO. READING	8,084	10,069	12,022	49
NORWELL	9,597	11,741	13,602	42
NORWOOD	8,368	10,269	11,957	43
PEABODY	7,728	9,396	10,716	39
PEMBROKE	6,563	7,962	9,405	43
QUINCY	7,652	9,406	10,841	42
RANDOLPH	7,732	9,589	11,177	45
READING	8,805	10,917	12,871	46
REVERE	6,660	8,152	9,133	37
ROCKLAND	5,908	7,261	8,405	42
ROCKFORD	8,436	10,296	11,682	38
SALEM	7,038	8,718	10,037	43
SAUGUS	7,363	8,972	10,377	41
SCITUATE	9,128	11,153	12,964	42
SHARON	10,349	12,430	14,496	40
SHERBORN	13,474	16,996	20,299	51
SOMERVILLE	6,349	7,847	9,115	44
SOUTHBOROUGH	9,622	11,915	14,365	49
STONEHAM	8,078	10,143	11,975	48
STOUGHTON	7,425	9,066	10,430	40
STOW	9,832	12,155	14,475	47
SUDBURY	12,063	15,163	17,933	49
SWAMPSCOTT	10,366	12,325	14,293	38
TOPSFIELD	10,733	12,840	15,344	43
WAKEFIELD	8,352	10,420	12,059	44
WALPOLE	8,229	9,903	11,508	40
WALTHAM	7,666	9,490	10,932	43
WATERTOWN	8,180	10,337	11,928	46
WAYLAND	13,166	16,220	19,163	46
WELLESLEY	12,158	15,365	18,355	51

PER CAPITA INCOME TRENDS
FOR MAPC COMMUNITIES

CITY OR TOWN	1979	1981	1983	PERCENT
				CHANGE 1979-1983
WENHAM	\$11,067	\$14,134	\$17,070	54
WESTON	17,850	21,901	27,912	56
WESTWOOD	10,929	13,480	15,865	45
WEYMOUTH	7,557	9,261	10,849	44
WILMINGTON	7,042	8,790	10,377	47
WINCHESTER	11,292	13,796	16,372	45
WINTHROP	7,934	9,807	11,386	44
WOBURN	7,562	9,352	10,840	43
WRENTHAM	6,651	8,142	9,745	47
REGION				
AVERAGE	9,030	11,137	13,126	45

Source: U.S. Bureau of the Census

AVERAGE ANNUAL UNEMPLOYMENT RATES
FOR MAPC COMMUNITIES

CITY OR TOWN -----	1980 -----	1981 -----	1982 -----	1983 -----	1984 -----	PERCENT CHANGE
						1980-1984 -----
ACTON	3.6	4.2	4.8	4.1	2.9	-19
ARLINGTON	3.6	4.2	4.8	4.1	2.9	-19
ASHLAND	4.1	4.7	5.4	4.7	3.2	-22
BEDFORD	3.3	3.8	4.3	3.7	2.6	-21
BELLINGHAM	6.3	7.2	8.3	7.2	5.0	-21
BELMONT	3.4	4.0	4.5	3.9	2.7	-21
BEVERLY	4.8	5.5	6.3	6.0	4.3	-10
BOLTON	2.8	3.7	4.8	3.7	2.6	-7
BOSTON	6.9	7.9	9.0	7.8	5.5	-20
BOXBOROUGH	0.0	0.0	0.0	1.2	0.8	-
BRAINTREE	5.4	6.2	7.1	6.1	4.3	-20
BROOKLINE	3.8	4.4	5.0	4.3	3.0	-21
BURLINGTON	4.0	4.6	5.3	4.5	3.2	-20
CAMBRIDGE	5.1	5.8	6.7	5.7	4.0	-22
CANTON	4.2	4.8	5.5	4.7	3.3	-21
CARLISLE	5.8	6.7	7.6	6.5	4.6	-21
CHELSEA	8.8	10.1	11.5	10.0	7.1	-19
COHASSET	4.5	5.1	5.9	5.1	3.5	-22
CONCORD	2.6	3.0	3.5	3.0	2.1	-19
DANVERS	4.0	4.6	5.3	5.1	3.7	-7
DEDHAM	4.4	5.0	5.7	4.9	3.4	-23
DOVER	2.8	3.3	3.7	3.2	2.2	-21
DUXBURY	5.2	5.9	6.8	5.9	4.1	-21
ESSEX	4.9	5.7	6.9	6.0	4.4	-10
EVERETT	7.7	8.8	10.0	8.7	6.2	-19
FOXBOROUGH	4.7	5.4	6.1	5.3	3.7	-21
FRAMINGHAM	3.6	4.1	4.7	4.1	2.8	-22
FRANKLIN	5.8	6.6	7.6	6.6	4.6	-21
GLOUCESTER	8.1	9.3	11.2	9.8	7.2	-11
HAMILTON	3.0	3.4	3.9	3.7	2.7	-10
HANOVER	4.1	4.7	5.3	4.6	3.2	-22
HINGHAM	5.6	6.5	7.4	6.4	4.5	-20
HOLBROOK	5.6	6.4	7.3	6.3	6.3	13
HOLLISTON	3.1	3.6	4.1	3.5	2.5	-19
HOPKINTON	3.8	5.6	6.0	3.8	2.7	-29
HUDSON	3.2	4.3	5.6	4.3	3.0	-6
HULL	9.0	10.2	11.6	10.1	7.2	-20
IPSWICH	5.7	6.2	8.0	6.1	4.4	-23
LEXINGTON	3.4	3.9	4.5	3.9	2.7	-21
LINCOLN	4.0	4.6	5.2	4.5	3.1	-23
LITTLETON	4.8	5.5	7.4	4.0	2.8	-42
LYNN	5.7	6.6	7.5	6.5	4.5	-21
LYNNFIELD	3.3	3.8	4.4	3.8	2.6	-21
MALDEN	5.5	6.3	7.2	6.2	4.4	-20
MANCHESTER	3.6	4.1	4.7	4.5	3.3	-8
MARBLEHEAD	4.8	4.2	6.3	6.0	4.3	-10

AVERAGE ANNUAL UNEMPLOYMENT RATES
FOR MAPC COMMUNITIES

CITY OR TOWN						PERCENT
	1980	1981	1982	1983	1984	CHANGE 1980-1984
MARLBOROUGH	3.1	4.2	5.5	4.2	3.0	-3
MARSHFIELD	5.6	6.5	7.4	6.4	4.5	-20
MAYNARD	4.2	5.7	7.4	5.7	4.0	-5
MEDFIELD	3.2	3.6	4.2	3.6	2.5	-22
MEDFORD	5.2	5.9	6.8	5.9	4.1	-21
MEDWAY	4.0	4.5	5.2	4.5	3.1	-23
MELROSE	4.5	5.1	5.9	5.1	3.5	-22
MIDDLETON	4.5	5.2	5.9	5.7	4.1	-9
MILFORD	7.3	10.4	11.2	7.3	5.1	-30
MILLIS	4.1	4.7	5.4	4.6	3.2	-22
MILTON	4.0	4.5	5.2	4.5	3.1	-23
NAHANT	3.5	4.0	4.6	4.0	2.8	-20
NATICK	3.4	3.9	4.4	3.8	2.7	-21
NEEDHAM	3.5	4.0	4.6	4.0	2.8	-20
NEWTON	3.7	4.3	4.9	4.2	2.9	-22
NORFOLK	3.8	4.4	5.0	4.3	3.0	-21
NO. READING	4.1	4.7	5.4	4.7	3.3	-20
NORWELL	3.0	3.5	4.0	3.4	2.4	-20
NORWOOD	4.0	4.6	5.2	4.5	3.1	-23
PEABODY	5.5	6.3	7.3	7.0	5.0	-9
PEMBROKE	7.0	8.0	9.1	7.9	5.6	-20
QUINCY	5.1	5.9	6.7	5.8	4.1	-20
RANDOLPH	5.0	5.7	6.5	5.6	3.9	-22
READING	3.6	4.2	4.8	4.1	2.9	-19
REVERE	7.6	8.7	9.9	8.6	6.1	-20
ROCKLAND	7.7	8.8	10.0	8.7	6.1	-21
ROCKPORT	8.4	9.6	11.5	10.1	7.4	-12
SALEM	5.2	5.9	6.8	6.5	4.7	-10
SAUGUS	4.4	5.1	5.8	5.0	3.5	-20
SCITUATE	4.9	5.7	6.5	5.6	3.9	-20
SHARON	4.8	5.5	6.3	5.5	3.8	-21
SHERBORN	1.5	1.7	2.0	1.7	1.2	-20
SOMERVILLE	5.7	6.5	7.4	6.4	4.5	-21
SOUTHBOROUGH	3.1	4.1	5.4	4.1	2.9	-6
STONEHAM	3.5	4.0	4.6	4.0	2.8	-20
STOUGHTON	5.9	6.8	7.8	6.7	4.7	-20
STOW	2.4	3.2	4.3	3.2	2.3	-4
SUDBURY	3.5	4.0	4.6	3.9	2.7	-23
SWAMPSCOTT	3.7	4.3	4.9	4.7	3.4	-8
TOPSFIELD	2.9	3.3	3.8	3.6	2.6	-10
WAKEFIELD	5.0	5.7	6.5	5.6	3.9	-22
WALPOLE	4.1	4.7	5.4	4.7	3.3	-20
WALTHAM	3.9	4.5	5.2	4.4	3.1	-21
WATERTOWN	3.8	4.4	5.0	4.3	3.0	-21
WAYLAND	3.0	3.4	3.9	3.4	2.3	-23
WELLESLEY	3.9	4.5	5.1	4.4	3.1	-20

AVERAGE ANNUAL UNEMPLOYMENT RATES
FOR MAPC COMMUNITIES

CITY OR TOWN -----	1980 -----	1981 -----	1982 -----	1983 -----	1984 -----	PERCENT CHANGE
						1980-1984 -----
WENHAM	2.7	3.1	3.6	3.4	2.5	-7
WESTON	1.4	1.6	1.9	1.6	1.1	-21
WESTWOOD	2.6	3.0	3.5	3.0	2.1	-19
WEYMOUTH	5.5	6.3	7.2	6.2	4.4	-20
WILMINGTON	5.2	5.9	6.8	5.8	4.1	-21
WINCHESTER	3.2	3.6	4.2	3.6	2.5	-22
WINTHROP	5.2	6.0	6.9	5.9	4.2	-19
WOBURN	3.3	3.8	4.4	8.9	2.6	-21
WRENTHAM	5.0	5.7	6.5	5.6	3.9	-22
REGION						
AVERAGE	4.5	5.2	6.0	5.2	3.6	-18

Source: Massachusetts Division of Employment Security.

RECENT EMPLOYMENT TRENDS
FOR MAPC COMMUNITIES

CITY OR TOWN						PERCENT
	1980	1981	1982	1983	1984	CHANGE 1980-1984
ACTON	5,365	5,449	6,270	7,162	7,844	46
ARLINGTON	7,668	7,599	7,391	7,985	8,823	15
ASHLAND	3,564	3,540	3,596	3,544	3,696	4
BEDFORD	19,597	19,935	21,226	22,055	23,458	20
BELLINGHAM	1,898	1,840	1,821	1,999	2,295	21
BELMONT	6,556	6,547	6,459	6,189	6,691	2
BEVERLY	12,675	13,113	13,221	13,402	13,599	7
BOLTON	1,022	1,034	982	1,035	1,207	18
BOSTON	505,360	508,308	503,529	512,368	532,399	5
BOXBOROUGH	558	533	544	456	514	-8
BRAINTREE	23,141	24,404	24,855	26,006	27,761	20
BROOKLINE	17,112	17,276	16,758	17,317	17,986	5
BURLINGTON	26,904	31,529	32,625	34,977	37,316	39
CAMBRIDGE	92,044	92,363	90,602	90,701	96,192	5
CANTON	13,705	13,853	13,184	13,445	14,494	6
CARLISLE	405	402	458	562	535	32
CHELSEA	9,667	9,520	9,179	9,660	9,841	2
COHASSET	1,891	1,975	2,037	2,012	2,148	14
CONCORD	9,827	10,582	11,208	11,487	11,994	22
DANVERS	15,726	15,712	16,188	16,921	18,159	15
DEDHAM	12,184	11,865	10,709	11,094	12,588	3
DOVER	653	600	690	579	598	-8
DUXBURY	1,453	1,573	1,558	1,505	1,747	20
ESSEX	746	820	779	782	865	16
EVERETT	13,163	13,094	13,109	13,384	13,605	3
FOXBOROUGH	8,311	8,663	8,943	8,621	8,851	6
FRAMINGHAM	40,136	40,103	39,031	42,687	47,395	18
FRANKLIN	3,960	3,949	3,940	3,897	4,212	6
GLOUCESTER	12,305	12,559	11,965	11,785	12,352	0
HAMILTON	1,168	1,109	1,180	1,185	1,640	40
HANOVER	5,657	5,556	5,467	5,506	5,960	5
HINGHAM	7,482	7,528	7,603	7,945	8,925	19
HOLBROOK	2,534	2,319	2,208	2,308	2,275	-10
HOLLISTON	2,888	3,081	3,161	3,175	3,557	23
HOPKINTON	1,885	1,960	1,914	2,080	2,443	30
HUDSON	5,224	4,719	6,265	6,079	6,626	27
HULL	1,398	1,321	1,268	1,254	1,219	-13
IPSWICH	2,256	2,131	2,083	2,139	2,281	1
LEXINGTON	17,295	17,372	18,202	19,049	17,377	0
LINCOLN	1,374	1,535	1,589	1,626	1,302	-5
LITTLETON	2,837	2,711	2,809	2,800	3,301	16
LYNN	37,070	36,570	34,961	34,495	35,507	-4
LYNNFIELD	2,918	3,535	3,548	3,854	4,065	39
MALDEN	18,314	17,465	17,794	17,997	18,568	1
MANCHESTER	1,041	1,063	1,210	1,151	1,007	-3
MARBLEHEAD	4,345	4,482	4,476	4,438	4,613	6
MARLBOROUGH	13,483	12,268	12,056	12,112	12,085	-10

RECENT EMPLOYMENT TRENDS
FOR MAPC COMMUNITIES

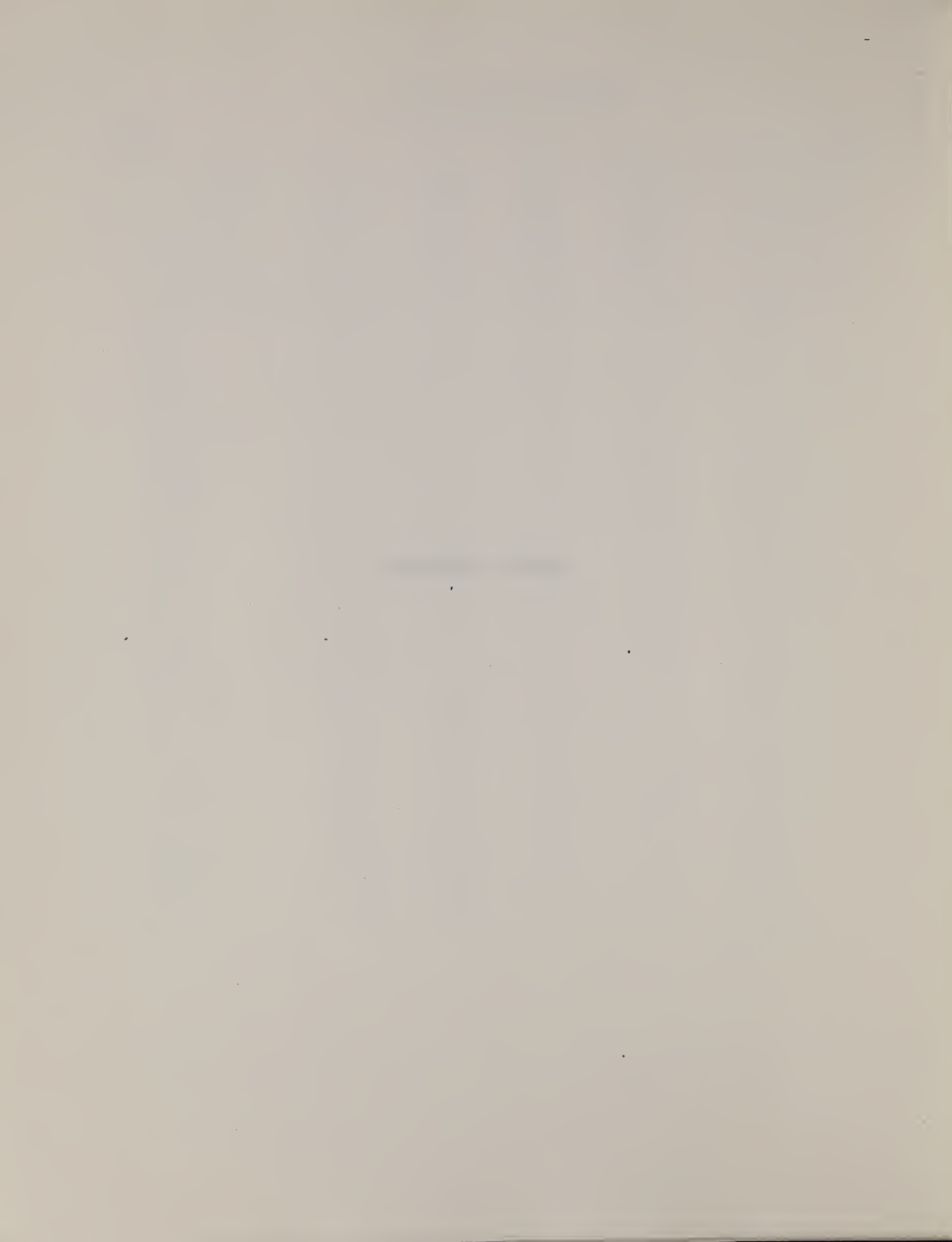
CITY OR TOWN	1980	1981	1982	1983	1984	PERCENT CHANGE 1980-1984
MARSHFIELD	2,937	2,729	2,855	3,168	3,470	18
MAYNARD	15,926	16,876	12,575	12,796	14,683	-8
MEDFIELD	3,332	3,298	3,239	3,394	3,503	5
MEDFORD	15,176	15,390	14,649	15,254	15,912	5
MEDWAY	1,466	1,478	1,641	1,710	1,939	32
MELROSE	5,964	5,915	6,010	5,991	6,076	2
MIDDLETON	1,725	1,812	1,862	2,112	2,582	50
MILFORD	7,186	7,067	7,876	8,411	9,482	32
MILLIS	1,595	1,484	1,305	1,368	1,662	4
MILTON	4,904	4,538	4,490	4,446	4,697	-4
NAHANT	506	487	436	404	419	-17
NATICK	15,562	16,431	16,100	15,800	17,196	10
NEEDHAM	14,755	14,846	15,047	18,506	18,561	26
NEWTON	41,175	43,523	41,858	42,095	48,209	17
NORFOLK	1,092	1,140	1,355	1,737	1,914	75
NO. READING	2,598	2,576	2,585	2,832	3,141	21
NORWELL	2,196	2,237	2,377	2,992	3,384	54
NORWOOD	22,654	23,123	21,363	21,251	21,650	-4
PEABODY	15,491	15,664	15,636	15,921	16,559	7
PEMBROKE	1,501	1,612	2,019	2,396	2,584	99
QUINCY	34,109	33,340	34,023	34,575	39,348	15
RANDOLPH	7,851	7,713	7,950	8,722	9,592	22
READING	4,830	4,942	5,114	5,009	5,359	11
REVERE	7,644	7,543	7,259	7,277	6,684	-13
ROCKLAND	5,006	5,232	5,019	5,165	5,542	11
ROCKPORT	1,470	1,365	1,355	1,407	1,342	-9
SALEM	20,262	19,333	18,768	18,780	20,015	-1
SAUGUS	8,121	8,082	8,327	8,468	8,704	7
SCITUATE	2,767	2,714	2,794	2,866	3,077	11
SHARON	2,417	2,720	2,700	2,882	3,137	30
SHERBORN	330	358	373	389	469	42
SOMERVILLE	17,949	17,304	17,821	18,724	19,550	9
SOUTHBOROUGH	3,439	3,306	3,088	3,149	3,263	-5
STONEHAM	6,647	5,855	5,967	6,207	6,486	-2
STOUGHTON	8,135	8,643	8,642	9,767	10,118	24
STOW	805	795	727	977	1,070	33
SUDBURY	7,186	6,571	6,711	7,425	8,056	12
SWAMPSCOTT	2,777	2,824	2,771	2,816	2,882	4
TOPSFIELD	1,246	1,262	1,391	1,466	1,586	27
WAKEFIELD	10,885	11,405	11,177	12,078	12,341	13
WALPOLE	8,182	7,898	7,648	7,569	7,720	-6
WALTHAM	60,857	61,033	61,865	59,189	59,521	-2
WATERTOWN	16,763	16,635	16,555	16,935	18,536	11
WAYLAND	2,948	2,958	2,796	2,903	3,233	10
WELLESLEY	16,117	15,871	15,774	15,745	17,118	6
WENHAM	498	523	514	524	519	4
WESTON	3,147	3,083	2,991	3,140	3,593	14

RECENT EMPLOYMENT TRENDS
FOR MAPC COMMUNITIES

CITY OR TOWN	1980	1981	1982	1983	1984	PERCENT CHANGE
						1980-1984
WESTWOOD	5,060	5,479	5,678	5,670	6,395	26
WEYMOUTH	13,006	13,054	13,233	13,362	14,133	9
WILMINGTON	15,279	15,849	16,591	17,965	21,851	43
WINCHESTER	5,394	5,212	5,393	5,369	5,761	7
WINTHROP	2,656	2,654	2,704	2,716	2,832	7
WOBURN	24,126	24,463	25,649	27,386	31,532	31
WRENTHAM	4,156	4,136	4,108	4,220	4,275	3
MAPC REGION	1,506,371	1,517,846	1,509,405	1,546,236	1,635,179	9

Source: Massachusetts Division of Employment Security.

COUNCIL MEMBERSHIP





Metropolitan Area Planning Council

110 Tremont Street Boston, Massachusetts 02108 (617)-451-2770

Serving 101 Cities & Towns in Metropolitan Boston

This Committee was elected May 21, 1986

- Minorities

* - Elected officials or designees

EXECUTIVE COMMITTEE

1986-1987

*Frank E. Baxter, CHAIRMAN	- private (insurance)	18 Sunset Drive Burlington, MA 01803 TELEPHONE: 273-5038
#Franklin G. Ching, VICE-CHAIRMAN	- private *engineer)	25 Ranger Road Natick, MA 01760 TELEPHONE: 357-8145
*Marjorie A. Davis, SECRETARY	- elected official (Selectman)	143 Grapevine Road Wenham, MA 01984 TELEPHONE: 468-2261
*Martha Gjestebj, TREASURER	- elected official (education)	Old Pasture Road Cohasset, MA 02025 TELEPHONE: 383-1614
*Carol Bibbins	- private (public relations)	141 Foster Street Littleton, MA 01460 TELEPHONE: 1-493-4506
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* Ronald G. Vokey, Jr.	- public/munic. (planner)	Planning Director City Hall Waltham, MA 02154 TELEPHONE: 893-4040 x286

25 members

7 private sector (incl. 2 minority)
18 public sector (incl. 1 minority)
(incl. 3 in education)
14 elected officials or designees
11 others

8 females
17 males



Metropolitan Area Planning Council

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82 Towns

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